



Board of Governors Meeting

June 26, 2026 8:30 AM CDT

West Plains Civic Center, Magnolia Room

I. Roll Call *Presented by: Governor Melissa Gourley*

II. Approval of Minutes *Presented by: Governor Melissa Gourley*

[II.A. Open minutes of the Board of Governors meeting of May 7, 2026](#)

III. Consent Agenda *Presented by: Governor Melissa Gourley*

III.A. Academic Affairs

[III.A.1. Approval of Revisions to the Faculty Handbook \(Springfield Campus\)](#)

III.B. Facilities & Equipment

[III.B.1. Approval of Activity Report for the month of April 2026](#)

[III.B.2. Approval of an Intergovernmental Agreement Regarding Law Enforcement between Missouri State University and the City of Springfield for Fiscal Year 2027](#)

[III.B.3. Approval of proposals and award of contracts to renovate rooms 422 and 424 at Carrington Hall](#)

[III.B.4. Approval of License Agreement for Tower Attachments Between Missouri State University and Missouri State Highway Patrol](#)

III.C. Human Resources

[III.C.1. Approval of Actions Concerning Academic Employees](#)

[III.C.2. Approval of Actions Concerning Nonacademic Employees](#)

[III.C.3. Approval of Amendments to the Employee Handbook for Administrative, Professional, and Support Staff Employees and Related Policies](#)

[III.C.4. Approval of FY2027 Additional Fringe Benefits to be Funded by Missouri State University Foundation](#)

III.D. President

[III.D.1. Approval of Employment Agreements for University Athletics](#)

III.E. Procurement & Financial

III.E.1. Approval of Procurement Activity Report

III.E.2. Approval of an extension of an expiring contract for an Integrated Library System (ILS) Platform for University Libraries

III.E.3. Approval of and renewal of Class S1 Domestic Origin and Wiley Titles and Taylor & Francis Titles Periodicals Serial Subscription

III.E.4. Approval of and renewal of Class S2 Non-Domestic Titles Subscription

III.E.5. Approval of contract for Trademark Licensing Services for University Marketing and Communications

III.E.6. Approval of an amendment to extend an existing contract for Video Productions

III.E.7. Approval of services contract for Dining Services for the West Plains campus to Great Western Dining Services

III.F. West Plains Campus

III.F.1. Approval of Actions Concerning Academic Employees

III.F.2. Approval of Actions Concerning Nonacademic Employees

III.F.3. Approval of Employment Agreements for University Athletics - West Plains

III.F.4. Approval of FY2027 Additional Fringe Benefits to be Funded by Missouri State University

III.F.5. Approval of Revisions to the Missouri State University-West Plains Faculty Handbook

III.F.6. Approval of Expenditures to Implement Student-Approved Capital Projects

III.F.7. Approval of Revised Resolution for New Academic Programs for the Associate of Arts (AA) Teacher Education - Autism Education, Associate of Arts (AA) Teacher Education - Early Childhood Education, and Associate of Arts (AA) Teacher Education – Elementary Education

IV. Committee Reports

IV.A. Risk Management and Audit Committee *Presented by: Governor Travis Freeman*

IV.B. Programs and Planning Committee *Presented by: Governor Melissa Gourley*

IV.C. Finance and Facilities Committee Meeting *Presented by: Governor Tim Francka*

V. President's Report *Presented by: President Richard B. Williams*

VI. West Plains Campus

VI.A. Mo State Moment - Grizzly Athletics *Presented by: Zora Mulligan, Chancellor of the West Plains Campus*

VI.B. Faculty Senate Report *Presented by: Anthony Priest, Immediate Past Chair of Faculty Senate, West Plains*

VI.C. Staff Senate Report *Presented by: Trevor Cressman, Immediate Past Chair of the Staff Senate, West Plains*

VI.D. Student Government Association Report *Presented by: Michelle Robles, Student Body President*

VI.E. Chancellor's Report *Presented by: Zora Mulligan, Chancellor of the West Plains Campus*

[VI.E.1. Approval of the 2026-2031 Strategic Plan for the West Plains Campus of Missouri State University](#)

VII. Academic Affairs

VII.A. Provost's Report *Presented by: Dr. Clarendia Phillips, Provost and Vice President for Academic Affairs*

VIII. Financial

[VIII.A. Approval of FY2027 Internal Operating Budget](#) *Presented by: Matt Morris, Vice President for Administrative Services*

[VIII.B. Development Report \(written report\)](#) *Presented by: Brent Dunn, Vice President for University Advancement*

IX. Community and Global Partnerships (written report only)

[IX.A. Sponsored Research Report](#) *Presented by: Brad Bodenhausen, Vice President for Community and Global Partnerships*

X. Enrollment Management (written report only)

[X.A. Enrollment Update](#) *Presented by: Dr. Dawn Medley, Vice President for Enrollment Management*

XI. Information Services (written report only)

[XI.A. Information Services Report](#) *Presented by: Jeff Coiner, Chief Information Officer*

XII. Marketing & Communications (written report only)

[XII.A. Marketing and Communications Report](#) *Presented by: Andrea Mostyn, Interim Vice President for Marketing and Communications*

XIII. Student Affairs (written report only)

[XIII.A. Student Affairs Report](#) *Presented by: Dr. Dee Siscoe, Vice President for Student Affairs*

XIV. New Business

[XIV.A. Approval of the 2027 Missouri State University Board of Governors Meeting Schedule](#) *Presented by: Governor Melissa Gourley*

XV. Resolution Authorizing Closed Meeting, Pursuant to the revised statute of the state of Missouri 610.021

XVI. Adjournment *Presented by: Governor Melissa Gourley*

II.A.

**MINUTES OF THE
BOARD OF GOVERNORS
MISSOURI STATE UNIVERSITY
THURSDAY, MAY 7, 2026**

The Board of Governors for Missouri State University held a meeting in the Robert W. Plaster Student Union, Traywick Parliamentary Room 313 on the Missouri State University campus in Springfield, Missouri on Thursday, May 7, 2026, with Governor Melissa Gourley, Chair of the Board of Governors, presiding. Governor Gourley called the meeting to order at 1:00 p.m.

Roll Call

Present – Melissa Gourley, Chair of the Board
Tim Francka, Governor
Travis Freeman, Governor
Ann Kampeter, Governor
Lynn Parman, Governor
Chris Waters, Governor

Absent – Jeff Schrag, Governor

Also present – Richard B. Williams, President
Jamie Birch, Chief of Staff and Assistant to the President for Governmental Relations
Brad Bodenhausen, Vice President for Community and Global Partnerships
Jeff Coiner, Chief Information Officer
Rachael Dockery, General Counsel and Vice President for Legal Affairs & Compliance
Brent Dunn, Vice President for University Advancement
Natalie McNish, Director of Internal Audit and Risk Management
Dawn Medley, Vice President for Enrollment Management
Matt Morris, Vice President for Administrative Services
Andrea Mostyn, Interim Vice President for Marketing and Communications
Zora Mulligan, Chancellor of the West Plains Campus
Clarenda Phillips, Provost and Vice President for Academic Affairs
Patrick Ransdell, Director of Athletics
Eric Schick, Chief Financial Officer
Dee Siscoe, Vice President for Student Affairs
Rowena Stone, Secretary to the Board of Governors

Approval of Minutes

Governor Gourley called for a motion to approve the open and closed minutes of the regular meeting of February 20, 2026. Governor Ann Kampeter provided a motion, receiving a second from Governor Tim Francka.

Motion passed 6-0.

Consent Agenda

Governor Gourley noted that the next item of business on the agenda was the approval of the consent agenda. Items included in the consent agenda:

Facilities and Equipment

Approval of Activity Report for the month of February 2026 (Activity Report No. 344-26)

Approval of bid and award of a contract for FY26 Parking Lot Maintenance on the Springfield Campus (Bids & Quotations No. 1641-26)

Human Resources

Approval of Actions Concerning Academic Employees (Human Resources No. 1806-26)

Approval of Actions Concerning Nonacademic Employees (Human Resources No. 1807-26)

President

Approval of Employment Agreements for University Athletics (Human Resources No. 1808-26)

Procurement and Financial

Approval of Procurement Activity Report (Purchasing Activity Report No. 553-26)

Approval of Revisions to the 2026-2027 Springfield Campus Fee Schedule (Fees No. 164-26a)

West Plains Campus

Approval of the New Academic Program for the Associate of Arts in Criminal Justice, with options in Criminology and Law Enforcement (West Plains Curriculum No. 111-26)

Approval of Actions Concerning Academic Employees (West Plains Personnel No. 520-26)

Approval of Actions Concerning Nonacademic Employees (West Plains Personnel No. 521-26)

Approval of Sgt. Lionel Anthony Daugherty as the recipient of an Honorary Associate of Arts degree in Criminal Justice from Missouri State University–West Plains (West Plains Awards No. 15-26)

Governor Travis Freeman provided a motion for approval of the consent agenda, receiving a second from Governor Chris Waters.

Motion passed 6-0.

Mo State Moment – Board of Governors Excellence in Public Affairs Awards

Mary Ann Wood, Director of Public Affairs Support, announced the recipients of the 2026-2027 Excellence in Public Affairs Awards. She shared information on the history of the award and selection process. Faculty recipients included:

- Dr. Jason McCollom, Associate Professor of History and Department Chair of Arts, Humanities and Social Sciences on the West Plains Campus
- Kayleigh Pickett, Instructor in the School of Special Education, Leadership and Professional Studies and Assistant Director of the Pathways for Paraprofessionals Program
- Dr. Bill Sandel, Associate Professor and Assistant School Director of Outreach and Partnerships in the School of Criminology and Criminal Justice

Staff recipients included:

- Dr. Nina Barudzic, Director of the Student Resource Center
- Suzanne Mwengi, Academic Administrative Assistant III in the Center for Academic Success and Transition
- Darren Wienberg, Senior Academic Advisor in the Reynolds College of Arts, Social Sciences and Humanities

Governor Gourley recommended approval of the resolution to acknowledge the 2026-2027 Excellence in Public Affairs award recipients (Awards No.124-26). Governor Francka provided a motion, receiving a second from Governor Lynn Parman.

Motion passed 6-0.

Committee Reports

Governor Gourley provided a report on the Executive Committee meetings of March 18 and April 15.

Governor Freeman provided a report on the Risk Management and Audit Committee meeting from earlier in the day.

Governor Francka provided a report on the Finance & Facilities Committee meeting from earlier in the day.

Governor Parman provided a report on the Programs and Planning Committee meeting from earlier in the day.

President's Report

President Richard B. Williams provided a University update. Highlights of his report included faculty and staff recognitions, tenure and promotion college tours, Lady Bears Basketball accomplishments, information on student commencement speakers and the selection process, spring commencement numbers, the strategic initiatives forum, a legislative update, University

events, Higher Learning Commission reaffirmation update for both campuses, new hires, and appreciation to outgoing leadership of Faculty Senate, Staff Senate, and SGA and a welcome to new leadership.

As part of his report, President Williams presented a resolution for approval of former Missouri State University employees to be added to the Wall of Fame (Awards No. 125-26). He reviewed the 2026 inductees:

- Sharon Ellis, Associate Professor – Theatre and Dance (1966-2007)
- Dr. David Lutz, Professor in Psychology – Department of Psychology (1987-2019)
- Dr. Erwin Mantei, Professor in Geology – Geology Department (1965-2010)
- Dr. Frederick Maxwell, Department Head and Professor – Department of Psychology (1971-2007)

Governor Freeman provided a motion for approval, receiving a second from Governor Kampeter.

Motion passed 6-0.

West Plains Campus

Zora Mulligan, Chancellor of the West Plains Campus, provided an update on happenings of the West Plains Campus. Highlights of her report included progress on 2025-26 goals, updates on the team, and upcoming events.

Enrollment Management

Dr. Dawn Medley, Vice President for Enrollment Management, provided an enrollment update. Highlights of her presentation included Fall 2026 enrollment indicators for prospective first-time new in college, transfer, graduate, and international students.

Academic Affairs

Dr. Clarendia Phillips, Provost and Vice President of Academic Affairs, provided an update on Academic Affairs. Highlights of her report included curricular updates and faculty recognitions. As part of her report, Dr. Phillips presented a resolution of appreciation for Micheal Foster, outgoing Faculty Senate Chair (Recognition No. 35-26) for approval. Governor Freeman provided a motion for approval, receiving a second from Governor Parman.

Motion passed 6-0.

Dr. Phillips announced the recipients of the Missouri State University Foundation Awards:

- Foundation Award for Excellence in Teaching
 - Dr. Tara Boehne, Clinical Associate Professor – School of Health Care Professions
 - Dr. Holly Holladay, Associate Professor – Department of Communication, Media, Journalism and Film
- Foundation Award for Excellence in Research
 - Dr. Daniel Goering, Associate Professor – Department of Management
 - Dr. Tayo Obafemi-Ajayi, Associate Professor – Cooperative Engineering Program

- Foundation Award for Excellence in Service
 - Dr. Melissa Penkalski, Associate Professor – School of Nursing
 - Dr. Julia Troche, Associate Professor – Department of History

Dr. Phillips shared additional information on the CUSA Faculty Achievement Award awarded to Dr. Paul Durham, Distinguished Professor in the Department of Biology.

Mike Foster, outgoing Chair of Faculty Senate, provided a report on happenings of Faculty Senate. Highlights of his report included data on curricular proposals passed, including the Ph.D. in Defense and Strategic Studies and Bear POWER certificate, and introduction of incoming Faculty Senate leadership.

A break was observed from 2:04 p.m. to 2:16 p.m.

Staff Senate

Phil Bridges, Chair of Staff Senate, provided a report on happenings of Staff Senate. Highlights of his report included updates on increasing representation for all job families and divisions and collaboration across campus on strategic plan work groups.

Matt Morris, Vice President for Administrative Services, presented a resolution for an offer of commendation to Phil Bridges for service as 2025-2026 Staff Senate Chair (Recognition No. 36-26). Governor Francka provided a motion for approval, receiving a second from Governor Freeman.

Motion passed 6-0.

Student Affairs

Collin Chastain, Student Body President, provided a report on happenings of the Student Government Association (SGA) and the student body. Highlights of his report included general information, statistics, and progress made on platform initiatives of financial, administrative, and community services.

Walter Reyes, Incoming Student Body President, and Jada Smith, Incoming Student Body Vice President; shared information on their leadership team and platform initiatives of connections, community, and clarity.

Dr. Siscoe presented a resolution for approval of an offer of commendation to Collin Chastain for service as Student Body President (Recognition No. 37-26) and a resolution for approval of an offer of commendation to Sam Wang for service as Student Body Vice President (Recognition No. 38-26). Governor Kampeter provided a motion for approval of both resolutions, receiving a second from Governor Francka.

Motion passed 6-0.

Athletics

Patrick Ransdell, Director of Athletics, and Kelsey Tolbert, Associate Athletics Director for External Relations, provided an update on athletics. Highlights of their report included information on brand awareness, event success, revenues, technology and infrastructure, and future initiatives.

Other Business

Governor Gourley thanked Dr. Tammy Jahnke, Dean of the College of Natural and Applied Sciences, for her years of services and congratulated her on her upcoming retirement.

Old Business

Jamie Birch, Chief of Staff and Assistant to the President for Governmental Relations, provided an implementation update on the 2025-2030 Strategic Plan: Igniting Opportunity. She shared information on the end-of-year event and appreciation to the 22 strategy working groups. She called upon strategy working group leaders to share additional information on progress made in each goal area:

- Dr. Johannes Strobel, Dean of the Graduate College, provided an update on work completed in Goal 1: Academic Opportunities and Innovation – Strategy: Innovative Research Doctorates
- Dr. Jason DeBode, Department Head of Management, and Rachel Munday, Executive Director of the efactory, provided an update on Goal 2: Community Partnerships and Economic Development – Strategy: Support Tech Commercialization & Entrepreneurship
- Jeremy Dickerson, Assistant Vice President for Enrollment Management for Admissions and Outreach, Institution of Choice for Students and Employees – Strategy: Develop and Implement a Plan to Increase Student Enrollment
- Desmond Dunklin, Director of Student Engagement, Student and Alumni Experience – Strategy: Increase Participation in Campus Events and Organizations
- Andrea Mostyn, Interim Vice President for Marketing and Communication, and Corey Canada, Director of Web Strategy and Development, Branding and Identity – Strategy: Refresh the Brand

Ms. Birch shared information on next steps and implementation for year two of the strategic plan.

Closed Session

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

BE IT RESOLVED by the Board of Governors for Missouri State University that a closed meeting with closed records and closed vote, be held during a recess of this regular meeting of the Board of Governors to consider items pursuant to:

R.S.Mo. 610.021(1). “Legal actions, causes of action, or litigation involving a public governmental body...” and

R.S.Mo. 610.021(2). “Leasing, purchase or sale of real estate by a public governmental body...”

R.S.Mo. 610.021(3). “Hiring, firing, disciplining or promoting of particular employees by a public governmental body...” and

R.S.Mo. 610.021(13). “Individually identifiable personnel records, performance ratings or records pertaining to employees or applicants for employment...;”

Governor Parman provided a motion for approval, receiving a second from Governor Kampeter.

A roll call vote on the motion was as follows: those voting in favor – Governors Francka, Freeman, Gourley, Parman, and Waters; those voting against – none; those absent – Governors Schrag.

The open meeting recessed at 3:27 p.m. to go into closed session.

The open meeting reconvened at 5:03 p.m.

Adjournment

With no additional information needing to be discussed, Governor Gourley called for a motion to adjourn the meeting. Governor Parman provided a motion, receiving a second from Governor Kampeter.

Motion passed 6-0.

The meeting adjourned at 5:03 p.m.

Melissa Gourley
Board Chair

Approved at the meeting of
June 26, 2026

Rowena Stone
Secretary to the Board

III.A.1.

MISSOURI STATE UNIVERSITY

BOARD RESOLUTION

FACULTY POLICIES NO. 146-26
Approval of Revisions to the Faculty
Handbook (Springfield Campus)

WHEREAS, the Provost, the Faculty Senate, the Faculty Handbook Revision Committee and the General Counsel believe the Faculty Handbook should be revised to include start dates for faculty appointments, additional guidance regarding the professional engagement of clinical faculty, updates to various faculty review processes and other minor changes to language and numbering; and

WHEREAS, the proposed changes will provide additional clarifications as outlined in the attached redlined version;

NOW, THEREFORE, BE IT RESOLVED that the Faculty Handbook be approved as submitted.

Melissa Gourley
Board Chair

Passed at the meeting of
June 26, 2026

Rowena Stone
Secretary to the Board

Faculty Handbook



Missouri State University

Effective August 1, 2025~~6~~

EXPLANATORY NOTE

This Faculty Handbook reflects the policies of Missouri State University in effect as of the date of publication. It prescribes the conditions of employment of all members of the faculty, both ranked and unranked. The Faculty Handbook represents University-wide policy and takes precedence over policy promulgated by departments, schools, colleges, or other units within the University. This does not preclude departments, schools, colleges, or other units within the University from issuing policy documents separate from the Faculty Handbook; however, while all such documents may amplify, add detail to, and expand upon policies contained in the Faculty Handbook, all policy disputes shall be resolved in favor of those contained in the Faculty Handbook.

Chapters 1 through 15 rescind all prior related Senate actions, all prior related administrative policies and procedures, and all faculty handbooks issued prior to 2014. This edition does not, however, rescind Appendix A: Intellectual Property Rights nor Appendix B: Financial Exigency Policy. This Faculty Handbook shall remain the policy of the University until amended according to procedures prescribed herein.

This handbook reflects the policies of Missouri State University-Springfield (Springfield Campus) and the research campus in Mountain Grove; it does not reflect the policies of Missouri State University-West Plains (West Plains Campus).

NONDISCRIMINATION POLICY STATEMENT

Consistent with [G1.05 Non-Discrimination Policy Statement](#), Missouri State University does not discriminate on the basis of any protected class recognized by applicable federal or state law. The University maintains a grievance procedure incorporating due process available to any persons who believe that they have been discriminated against, as delineated in that policy.

See also *Op1.02-6 Equal Opportunity Policy*.

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1. PURPOSE, ORGANIZATION, AND GOVERNANCE

1.1. Mission

1.1.1. Mission Overview

Missouri State University is a comprehensive institution offering undergraduate and graduate programs, including the professional doctorate. The university educates students to be global citizen scholars committed to public affairs.

The academic experience is grounded in a general education curriculum that 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, providing seated, online, blended, and hybrid instruction 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. 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, eleven satellite campus locations in southwest Missouri and northeast Oklahoma, and a branch campus at Liaoning Normal University (LNU) in Dalian, China.

This Faculty Handbook is applicable to those faculty associated and employed 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. 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.

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~~ develop the capacity in

students 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 ~~ensure 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 educate~~ students on the importance of ~~with the opportunity to understand and apply early~~ the mutual benefits of tying mind and body.
- To promote a learning environment in coursework and 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-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 publicly 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 an ~~department~~academic unit. 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 is 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](#).

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 that 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 Chongqing, 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 seventy plus graduate programs offered at the Springfield campus.

In 2018, the [Carnegie Classification of Institutions of Higher Education](#) changed the University's designation from "master's colleges and universities" classification to the "doctoral/professional universities" classification. This reclassification recognized the University's growth in professional doctoral programs and degrees awarded.

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.

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 February 2016, was granted accreditation by the HLC through 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, Approval and Accreditations 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 that 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.

Organizational titles and duties are subject to change. See About [Missouri State](#) for the most recent [organizational chart](#).

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 [President's Cabinet Administrative Council](#). For details of the responsibilities of other officers, see the Policy Library.

1.4.1.2. Provost

The Provost is the senior academic officer of the University. Responsibilities include the overall direction, development, and administration of academic affairs. Academic Affairs includes all academic and scholarly programs of the University, including the six academic colleges, the Graduate College, and Library Services.

1.4.1.2.1. Chief Academic Strategy Officer and Associate Provosts

The Chief Academic Strategy officer and Associate Provosts serve as assistants to the Provost in all functions, with special responsibility for faculty relations, undergraduate programs and studies, graduate programs and the graduate college, Registrar, Faculty Center for Teaching and Learning (FCTL), Citizenship and Service Learning (CASL), and Office of Institutional Effectiveness.

1.4.1.2.2 Associate Provost for Institutional Effectiveness

The Associate Provost for Institutional Effectiveness, overseeing the Office of Institutional Research and the Office of Assessment and Accreditation as part of the Institutional Effectiveness structure, provides information which supports institutional planning, policy formulation, and decision making.

1.4.1.2.3. Dean of Graduate College

The Associate Provost for Institutional Effectiveness, overseeing the Office of Institutional Research and the Office of Accreditation as part of the Institutional Effectiveness structure, provides information that supports institutional planning, policy formulation, and decision making.

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

1.4.1.2.4. College Deans

Each of the College Deans is responsible for the administration of one of the six discipline-based colleges.

Responsibilities include faculty recruitment and development, faculty evaluation, program development, program review, student advisement, collegiate budgeting and budget control, class schedule planning, and general supervision of the scholarship, research, creative activity, and instructional and service activities of the college.

1.4.1.2.5. Dean of the Library

The Dean of the Library 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 six discipline-based 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.

1.4.1.2.6. Academic Unit Leaders

Depending on the structure of each College, the Academic Unit Leader (AUL) may be a School Director or a Department Head; this person is responsible for administering the programs within their academic unit. 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 programs within the school or department. Throughout the Faculty Handbook, the term AUL should be construed to include those School Directors or Department Heads 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 AULs.

1.4.1.2.8. Program Directors/Coordinators

In successful programs, program directors/coordinators (graduate & undergraduate) work closely with AULs to establish annual targets and expectations, as well as to secure resources for the program and coordinate the collective efforts of staff and faculty towards program and student success. No two programs work identically, but program directors/coordinators proactively seek to ensure student success by fulfilling existing expectations for that role. When clearly stipulated by a program's accrediting body, a program director may have the same roles and responsibilities as an AUL. Depending on the extent of responsibility assumed, program directors/coordinators may receive allocated time in their workload, a stipend, or other forms of compensation as negotiated with the Dean of the College.

1.4.1.3. Vice President for Community and Global Partnerships

The Vice President for Community and Global Partnerships is responsible for the University's research and economic development activities. These include the Office of Research Administration, the Center for Applied Science and Engineering (CASE), Jordan Valley Innovation Center (JVIC), China Programs, International Programs, Springfield Innovation Inc., the eFactory, Small Business Development Center (SBDC), and Ozarks Public Broadcasting. 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. ~~President's Cabinet~~ Administrative Council

The ~~President's Cabinet~~Administrative Council is chaired by the President. The ~~Cabinet~~Council includes the Provost, the Vice Presidents, ~~Chief Information Officer~~, the Chancellor of the West Plains campus, ~~the Athletic Director~~, the Chief of Staff, the Internal Auditor, the Secretary to the Board of Governors, ~~the Director of Athletics~~,~~one college Dean~~, and the General Counsel, and ~~other administrators may be added at the sole discretion of the President~~Vice

~~President Legal Affairs & Compliance~~. When appropriate to the agenda for a particular meeting, others may be invited as guests. The President's Cabinet makes University-wide decisions for the University, subject to ultimate approval by the Board of Governors~~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 (ALC) is the advisory committee that works with the Provost. The body is composed of the Chief Academic Strategy Officer, Associate Provosts; Academic Deans; and the Senior Academic Financial Officer. The Chairperson and Chairperson elect of the Faculty Senate will routinely attend ALC; and other individuals in leadership positions from the campus community are periodically invited to attend meetings 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 academic unit (department or school); 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 structure for curricular review and a forum for discussing matters of importance to the Faculty and distributes information on Faculty Senate concerns, findings, and actions to all segments of the academic community.

The functions of faculty governance are also carried out by the College Councils, the Educational Preparation Provider Council (EPPC), the Committee on General Education and Intercollegiate Programs (CGEIP), 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.

1.4.3. 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 ~~President's Cabinet~~[Administrative Council](#), the purpose of which is to assist in the ongoing 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 that are appointed by and serve in an advisory capacity to the members

of the ~~President's Cabinet~~Administrative Council.

Faculty members also serve on a number of other standing committees, functions of which involve matters of vital interest to the faculty. Unless otherwise specified in the action establishing a particular committee, faculty members serving on these committees are appointed by the 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.

Missouri State University values programs and practices that assure an environment free of discrimination established by a shared commitment to the principles of inclusivity, 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.

2.2. Equal Opportunity Commitment

Missouri State University is an equal employment opportunity employer, as set forth in [Op1.02-6 Equal Opportunity Policy](#). 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 [G1.05 Non-Discrimination Policy Statement](#).

2.3. Hiring Procedures

2.3.1. Equal Opportunity Hiring

Missouri State University is an equal opportunity 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. 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 [G1.02 Conflict of Interest and Financial Disclosure Policy](#). The policy does not prohibit the appointment of more than one member of a family to the same academic ~~department-unit~~ or to another position within the University.

An employee or supervisor who has a question pertaining to the relatives covered by the University's nepotism policy should contact the AUL or the Office of Internal Audit and Risk Management.

2.3.3. Employment of Foreign Nationals

When consistent with the academic goals of the university, Missouri State University will employ foreign nationals to serve as faculty members. Work sponsorship of foreign internationals – either via work visa or permanent residency – is governed by [G7.05 Permanent Resident Policy](#) and [Op7.08 Employment of Foreign Nationals](#).

2.4. Identification Cards

Every academic employee is issued an identification card by the [BearPass Office](#). Full-time faculty members may also secure an identification card for a spouse or sponsored dependent.

2.5. Personnel Records

Consistent with Op10.04-17 HR Personnel Files, 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 (digital or hard copy) containing similar information are also kept by the college Dean and the AUL. Select personnel records for faculty, including but not limited to tenure, promotion and reappointment and annual evaluations, are digitally stored in [Watermark Faculty Success](#). All personnel files, that is, files maintained in the offices of Human Resources, the AUL, the Dean, the Provost and the President, are considered in aggregate as the official personnel file.

AULs may examine the personnel files of the faculty members of their own academic units only. Faculty members have the right to examine their own personnel records at any time (with the exception of external letters during the Promotion and Tenure process).

Faculty members may submit and have inserted into their personnel files a statement which clarifies any material in the file which they believe 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 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 verify the current or former employee's date of hire, position, ~~department~~academic unit, and release salary information, if a signed release form is submitted to human resources. Requests for any additional information beyond these items must be made in writing and will require the consent of the employee. The University's policy regarding the release of employment information is set forth in the [Policy Library](#) (See G7.02-3 Employment Policies and Procedures).

2.7. Faculty Semester Start Dates

Faculty new to the University will normally start their appointment on August 1 (fall semester) or January 1 (spring semester). If extenuating circumstances result in new faculty starting outside of August 1 and January 1, the hiring administrator will be responsible for notifying them of potential ramifications related to effective date for university benefits. Continuing faculty will be expected to resume their general duties and expectations the Monday prior to the start of the fall and spring semester.

Academic unit faculty meetings (unit or committee) may be held between the Mondays prior to the start of the fall and spring semester and the conclusion of the semester, except for Fall Break, Thanksgiving Break, and Spring Break (No Classes/Offices Open). Extenuating circumstances, such as faculty searches, may require ad hoc academic unit committee meetings during summer intersession, summer semester, and fall intersession.

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~~ academic unit discipline as specified in the Professional Practices Review Process (PPRP) (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 personal 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 assigned 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, including disclosure of use of generative AI; discussion of fair use policies is provided in Section 8.8.1 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 assigned courses in a manner consistent with the course content and course credit as approved by the faculty. Within these constraints, the faculty member is entitled to freedom in developing and discussing subjects appropriate to the course.

Each faculty member is an individual, a member of a learned profession, and an officer of an educational institution. When a faculty member speaks or writes as an individual, the faculty member should be free from institutional censorship or discipline. As a person of learning and as an educational officer, the faculty member 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 the faculty member 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 academic unit. However, in no way will the negotiation of faculty roles within the academic unit 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

the faculty member's 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. [See Section 4.6.1.](#)

3.2.2. Initial 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, academic unit, 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 tenure, promotion, and performance review guidelines in effect on the date of the hire for their respective academic unit.

3.2.3. General Criteria Statement

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 academic unit, 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.

The University policies specified in this Faculty Handbook should be used in conjunction with academic unit and college policies, which may be more specific than those of the University but which must be consistent with the University policies. Academic unit 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 academic unit governance documents. The University must also fulfill its obligations.

Professionalism and collegiality, as described in Section 1.1.3.4, 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. Teachers must keep abreast of new developments in their fields and related fields or disciplines. Teachers should be able to engage students in the disciplines. Teaching also takes the form of student advisement and mentoring, which are 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 academic unit is responsible for preparing procedures for evaluating teaching effectiveness and for communicating these to faculty members in the academic unit. The 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. Academic units (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 academic unit. Academic units (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 is 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 3.89. 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~~ **academic unit** 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 the faculty member's appointment letter and shall retain the right to apply for promotion to Assistant Professor according to academic unit 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 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.) 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 sixth 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 in teaching, research, and service may apply for tenure in their fourth or fifth year (adjusted as described above for those faculty hired with credit granted toward tenure). Faculty contemplating applying for early tenure are strongly encouraged to consult with their personnel committee, academic unit leader, and Dean. 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 concurrently apply for tenure and promotion and 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 2017 could be used for a promotion application in Fall 2022.

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 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 2017 could be used for a promotion application in Fall 2022. Refer to Sections 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.

Eligibility 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. Professors applying for promotion to Distinguished 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 Professor which was in effect within seven years of the application. For instance, a policy in effect in Fall 2017 could be used for a promotion application in Fall 2024.

3.3.4. Distinguished Professor

Definition:

Distinguished Professor is a rank beyond Professor which recognizes extraordinary performance in Research with a national or international reputation as well as a sustained record of excellence in both Teaching and Service. 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.

3.4. Non-Tenure-Track Academic Positions

Persons who hold non-tenure-track positions are given term appointments that automatically terminate upon the expiration of the specified term. Non-tenure-track appointments may be given annual or multi-year contracts as determined by the program/department/school 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-track faculty members are not eligible for tenure, educational leave, or sabbatical leave. - Non-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-track academic positions have the same right to academic freedom accorded tenure-track faculty. Time spent in a full-time non-tenure-track position may count towards tenure eligibility if the individual later applies for and is appointed to a tenure-track faculty position, if requested by the faculty member and approved by the AUL, Dean, and Provost.

3.4.1. 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 should remain professionally engaged; this might take the form of consultation, clinical activity, maintenance of professional licensing, research, or other scholarly or creative activity as described in their academic unit's guidelines. 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. Academic units 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 academic unit, and continued funding. 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. Clinical Faculty applying for promotion to Clinical Assistant Professor, Clinical Associate Professor, or Clinical Professor have the option of using either the most current version of promotion criteria or a newer version of criteria that has been in effect since their hiring or previous promotion. For instance, a policy in effect in Fall 2017 could be used for a promotion application in Fall 2024.

3.5.1.1 Clinical Instructor

3.5.1.2 Clinical Assistant Professor

3.5.1.3. Clinical Associate Professor

3.5..1.4 Clinical Professor

3.4.2. Instructor

An Instructor is normally appointed to teach full-time and provide appropriate service, and may participate in research. 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. Instructors on 9-month appointments will receive salary compensation and benefits for 12--months.

3.4.3. 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 three 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. Senior Instructors on 9-month appointments will receive salary compensation and benefits for 12-months.

Policy in Effect for Promotion:

Instructors applying for promotion to Senior Instructor 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 hiring which was in effect within seven years of the application. For instance, a policy in effect in Fall 2017 could be used for a promotion application in Fall 2024.

3.4.4. 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.

3.4.5. 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 a 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 academic unit, and continued funding.

3.4.6. 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 a 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 academic unit, and continued funding.

3.4.7. 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 a 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 academic unit, and continued funding.

3.4.8. 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.

3.4.9. 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 minimum of 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 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 AUL and the Dean, and approval by the Provost.

3.4.10. 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~~units. 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.

3.4.11. 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. 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-track faculty. Academic units 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.

3.4.11.1. 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-track faculty. However, Research Faculty who held tenure prior to January 1, 2007, shall retain their tenure status.

3.4.11.2. 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 may 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 dealing with academic freedom (refer to Section 3.1.2).

3.5. Special Appointments

3.5.1. 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 academic unit 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 President's 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.

3.5.1.1. 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.

3.5.2. Joint Appointments

A joint faculty appointment is one in which a faculty member has responsibility to, and review by, more than one department/program/school. Joint appointments may be made in connection with interdisciplinary teaching and research programs involving two ~~departments~~academic units. The salary of a person who is jointly appointed may be

apportioned between the academic units commensurate with assigned duties. Academic units 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 academic unit; and process for resolving conflicts. One academic unit shall be designated the administrative home and is responsible for the initiation of personnel transactions of the appointment. The home academic unit shall seek input from the other academic unit regarding assignments and evaluation of the faculty member. Joint appointments shall be made only upon the recommendation of the administrative heads of the academic units concerned, and with the approval of the College Dean(s), Provost, President, and Board of Governors.

3.5.3. 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-track or non-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 academic unit 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 AUL, 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.

3.6. Tenure

3.6.1. 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 individuals 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.

3.6.2. Tenure

Only members of the 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 academic unit, 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 that 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.

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

3.7.1. Stopping the Tenure Clock

Notwithstanding the above, the probationary period may be extended at the request of the faculty member for reason of medical condition, to accommodate important family care issues, or military service for a period typically not to exceed two additional years. Such extension will be based upon the recommendation of the AUL, Dean, and with approval by the Provost in consultation with Human Resources.

3.7.2. 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 academic unit.

3.8. 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 units but tenured faculty may by consent be assigned to other professional duties (see also Section 13.2.4.2). Tenure, once granted, remains in the University.

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

Non-reappointment decisions will be reached according to procedures described in Section 4 Faculty Evaluation.

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" cited in Section 4.6.3.

3.10. Graduate Faculty

Members of the graduate faculty shall be competent in graduate instruction, conducting and disseminating research, and the supervision of research (as defined broadly in Section 4.2), clinical practice, or applied practice appropriate to the University's graduate program mission and to the educational goals of a particular graduate program. Normally, the graduate faculty is composed of individuals who hold academic rank of Assistant Professor, Clinical Assistant Professor, or higher in academic units that offer graduate degree programs or who support graduate students in other formal ways. 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.

Each graduate faculty member must meet specified criteria to receive graduate faculty status as set forth by the Graduate Council. All academic units must have current criteria for graduate faculty status and may require faculty within their unit to meet criteria that are in addition to the criteria set by the Graduate Council. Academic unit 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 must have a terminal degree in the discipline and a minimum of three scholarly publications (or equivalent) in hand. They shall be engaged in research or applied practice appropriate to the faculty member's academic discipline. 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 is for individuals whose professional training and/or experience is appropriate for graduate-level education. In order to be granted Professional Graduate faculty status, individuals must possess a graduate/professional degree in a relevant discipline, have at least two years of relevant experience, and have professional certification (if any) or other requisite experience to fill needs of graduate programs.

Potential members of the graduate faculty must be supported by a majority of the graduate faculty in their academic unit, unless a program has its own guidelines for tenure and promotion within the academic unit. In that case, they instead must be supported by a majority of the graduate faculty at the program level. ~~and Faculty must also be~~ approved by their AUL and Dean before being presented to the Graduate Council for approval. Recommendations for graduate faculty status 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.

Upon receiving graduate faculty status, faculty members are eligible to (a) teach 700-level and above courses, (b) to serve as graduate program directors or coordinators, (c) serve as research advisers and on research committees, (d) serve as graduate academic advisers, and (e) serve on graduate faculty committees and graduate program advisory committees. Faculty with Graduate Faculty status are eligible to elect colleagues from their unit to the Graduate Council, serve on the Graduate Council, and challenge actions of the Graduate Council. Only members with Research Graduate faculty status may serve as chairs of thesis committees. Under certain circumstances, an individual who has not been elected to the graduate faculty may be temporarily authorized by the Dean of the Graduate College to teach a specific 700-level or higher course if that individual's training and/or experience warrants. Graduate faculty members may 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 academic unit (or program when the program has its own guidelines for tenure and promotion within the academic unit), supported by a three-fourths majority vote by the unit's other graduate faculty.

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. Other than term of appointment, faculty holding probationary status have the same privileges as those granted for permanent status.

4. FACULTY EVALUATION

4.1. Faculty Performance Criteria and Evaluation Model

Faculty performance criteria at Missouri State University are based on the purpose and mission of the institution. The general mission of the University, in relation to its faculty, is the advancement of learning, scholarly inquiry, and service, but this translates, in terms of its students, to the single purpose of developing educated persons. To accomplish this, the university's mission includes generating and disseminating advanced knowledge and practices and serving its constituents. The specific public affairs mission of the university further enhances its purpose to include fostering ethical leadership, cultural competence, and community engagement. The University honors the principles of academic freedom, academic excellence, diversity in scholarly and cultural perspectives, and equal opportunity.

4.2. Evaluation of Tenure-Track Faculty and Instructors

Tenure-track faculty members are expected to be actively engaged in Teaching, Research, and Service throughout their careers, but the University recognizes that, at different times, faculty members may shift emphasis from one category to another. It is generally expected that during the probationary period the emphasis should be on Teaching and Research and that at any time during one's career at Missouri State University, each faculty member must negotiate an individual workload with their AUL (within broad University parameters approved by the Provost), with the conditions of employment laid out clearly at the time of employment, and adjusted thereafter through negotiation with the AUL and Dean as approved by the Provost (refer to Section 4.6.5). The teaching, research, or service obligations of an academic unit should not fall disproportionately on any individuals or subset of the faculty. The faculty are also expected to adhere to standards of ethical conduct in all areas of performance (refer to Section 3.1).

Expectations for Instructors are similar to those for tenure-track faculty except that there is an increased emphasis on Teaching and normally no expectation for Research.

4.2.1. Teaching

4.2.1.1. Teaching Mission

The teaching mission at Missouri State University is to develop educated persons. In doing so, the University is committed to standards of excellence and academic integrity. An educated person:

- is someone who is literate in the broadest sense,
- has an appreciation of the responsibility of lifelong citizenship and an awareness of global issues,
- seeks solutions to problems by means of a broad base of knowledge, as well as in-depth mastery of at least one specific academic discipline, and
- has the skills and motivation to continue to learn after leaving the university, thus being prepared for both lifelong learning and lifelong productivity.

In support of developing educated persons, the University provides high-quality education that is accessible to a broad spectrum of individuals, including those facing challenges involving distance, income, or disability.

4.2.1.2. Evaluation of Teaching

Teaching is among the most important faculty responsibilities of any institution of higher education. The attributes considered to be indicative of effective teaching vary among individuals and across disciplines; however, high levels of student engagement and deeper learning are core values that are common to all.

Teaching effectiveness must be taken seriously with review and evaluation occurring on many levels. Evaluating and improving teaching is an ongoing and critical function of faculty and administration. Teaching effectiveness must be based on performance across a reasonable period of time and number of classes, and it cannot be measured in isolation.

Evaluation of teaching effectiveness should consider overall workload, level of course, experience in teaching a particular course, number of students, use of new modalities or approaches, and nature of course (general education, requirement in major, etc.).

The areas outlined below are the basis for evaluating faculty members' teaching effectiveness for tenure and promotion and for required annual performance reviews. Sections 4.2.1.2.1, 4.2.1.2.2, and 4.2.1.2.5 represent essential elements of teaching evaluation, while sections 4.2.1.2.3 and 4.2.1.2.4 represent additional aspects of areas that may be evaluated as appropriate. Academic unit evaluation plans must include specific required and/or encouraged criteria in these areas, as well as the materials that would be expected for adequate documentation of meeting the criteria.

4.2.1.2.1. Knowledge

Faculty members must be currently informed and competent regarding the content of their courses, whether they are part of a discipline-specific major or the general education curriculum.

Faculty who engage in student academic advising must be thoroughly familiar with university requirements so that their advisees make appropriate progress toward a degree and graduate in a timely manner.

4.2.1.2.2. Teaching Strategies

There is substantial literature on best practices in university teaching, and faculty members should incorporate best practices in their classes to the extent possible. They must specify learning outcomes for each course, ensure that their students understand how to achieve those outcomes, and use grading systems that reflect the degree to which students accomplish the outcomes. Faculty must be appropriately accessible to students through a variety of means (e.g., office hours, electronic communication). Faculty should strive to include high-impact instructional practices, such as community engagement and problem-based, experiential, and collaborative learning. Selection of situationally appropriate instructional strategies to improve student learning is encouraged.

4.2.1.2.3. Accessibility

Where appropriate, faculty may extend the availability of education beyond the traditional classroom setting through activities that include, but are not limited to, offering distance learning, online courses, public lectures, workshops, working with the community and public schools in providing access to education, and developing educational materials that enhance accessibility. See Section 8.2 regarding student disability accommodation and accessibility.

4.2.1.2.4. Evaluation and Response to Feedback

Faculty must ensure evaluation of their teaching through multiple means (e.g., self-reflection, peer and/or supervisor review, assessment of student learning outcomes). Student evaluations are an important source of feedback; however, they should account for no more than 50% of the total evaluation of teaching effectiveness. Faculty should carefully consider evaluation data and modify teaching strategies as appropriate.

4.2.1.3. Documentation

Faculty must provide evidence that documents sufficient knowledge use of teaching and advising strategies, evaluation, and response to feedback. Course syllabi can be rich sources to indicate currency in course content and delineation of student learning outcomes and associated grading systems. Peer and student evaluations and the faculty member's response to those evaluations can address the extent to which strong and accessible teaching methods and materials are used, as well as the degree of access to students provided by the faculty member. Other useful types of

documentation include pre-/post-course student performance on course knowledge and skills, professional development completion certificates, teaching portfolios, and unsolicited external letters of support.

Academic unit plans must provide specific information regarding the documentation expected for annual reviews. Examples of different approaches to the evaluation of teaching effectiveness can be found in Faculty Senate Action 18-97/98, available at the Faculty Senate web site.

4.2.2. Research

4.2.2.1. Research Mission

The process of Research is understood as the production and formal communication of original creative, scholarly work, and, while the definitions of “scholarly” and “creative” may differ across academic disciplines, the process is understood to support the University's general mission in all three fundamental areas of faculty responsibility: Teaching, Research, and Service. Research both advances knowledge in a particular specialized academic field and encourages individual faculty development; it enhances the quality of education that students, faculty and staff receive. It also helps fulfill the University's Service obligation by contributing to the public welfare.

The University recognizes a broad spectrum of activities in the area of Research due to the diversity and uniqueness of academic fields. Herein, Research will be defined as the production and formal communication of creative, scholarly works. The nature of Research varies widely among different academic disciplines, but generally refers to the discovery, refinement, evaluation, and synthesis of information, the application of specialized knowledge to the solution of problems, and artistic activity. The activities recognized as Research vary by, and are defined within, each academic discipline. Descriptions of what is recognized as Research can be found in approved academic unit guidelines. To qualify as Research, activities must produce outcomes that are disseminated and typically subjected to critical peer review or evaluation by the scholarly community, and those outcomes should serve the growth of knowledge in a field or be of significant practical use. Research activities considered for evaluation can involve academic disciplines outside the home unit of the faculty, in accordance with an academic unit's guidelines.

Specific modes of Research include:

- Discovery: gaining knowledge of or ascertaining the existence of something previously unknown or unrecognized;
- Application: using established knowledge to solve significant problems;
- Synthesis: bringing knowledge together from disparate sources to produce a whole work that is greater than the sum of its parts;
- Criticism: using established values (aesthetic, logical, ethical) to evaluate quality of artifacts (e.g., art, legal decisions, news media); and
- Creation: producing unique forms of expression, generation of new interpretations, theory-building, model-building, and performance.

These modes of Research should be considered of equal weight and importance in the faculty evaluation process.

4.2.2.2. Goals and Criteria for Evaluating Research

The following goals and criteria are the basis of evaluating faculty members' Research for tenure and promotion and for required performance reviews. Item 1 below is of paramount importance on this list, and any faculty member, in order to succeed in the area of Research at Missouri State University and attain tenure and promotions, must succeed in Item 1. Although Items 2, 3, and 4 are not individually prescriptive, they are inclusive of Research and may be considered. Success in one or more of these areas (2 – 4) is required to attain tenure and promotion from Assistant Professor to Associate Professor. Sustained success in one or more of these areas is required for promotion from

Associate Professor to Professor. Evaluation of research effectiveness ~~must~~may include some level of formal documented review by faculty external to the home unit of the faculty being evaluated if required by the academic unit guidelines or at the request of the faculty member being reviewed when not a requirement of the academic unit guidelines. Faculty members requesting external review must declare this to the AUL in writing in sufficient time to follow the timeline for external reviews specified by the Provost Office.

1. Expand Knowledge and/or Demonstrate Growth in Area of Expertise

Faculty members meet this goal if they have engaged in sufficient quantity and quality of peer-reviewed Research in any of the five modes of scholarship appropriate to their field (as defined by the academic unit). The scholarship of teaching and learning is included here, because any academic unit may have faculty members who either specialize in education within their discipline, or who do Research in this area because it is important to their academic field or part of their assignment by the ~~department~~academic unit. This Research content area should be fully recognized and evaluated according to the standards of one of the five modes of Research.

2. Application of Research to Benefit University Constituents

The criterion for this goal refers to the application of Research to solving problems or addressing situations significant to the public that require professional expertise.

3. Dissemination

The criterion for this goal refers to dissemination of Research products beyond that required for peer review in one's field. Faculty members meet this goal if they can document accomplishments in sharing knowledge and creative work with a broader audience.

4. Involvement of Students

Research is of added value in the University mission if the work involves students, either undergraduate or graduate, as active participants in the research process.

4.2.2.3. Engaged Public Research

Public Research supports the University's Public Affairs mission Engaged Public Research includes research relating to civic participation in public life, participation by engaged scholars, and the impact of public scholarship on all constituencies. Projects that advance Engaged Public Research are not always subject to critical academic peer review, but should include input from a rigorous review conducted by involved community partners who collaborated with the public scholar. This input must assess the significance of the project, the quality of the relationship, and the impact on public good. Public Research is integral to some academic disciplines, and encompasses different forms of constructing knowledge about, for, and with diverse publics and communities. Through a coherent, purposeful sequence of activities, it contributes to the public good and yields outcomes of public and intellectual value.

The University recognizes that Engaged Public Research must be in a academic unit's tenure and promotion policy. This scholarly activity should involve a partnership with professional organizations or public and/or private entities, and enrich knowledge, address and help solve critical societal issues, and contribute to the public good. The academic unit's governance documents should clarify how such Research will be evaluated.

4.2.3. Service

4.2.3.1. Service Mission

Faculty Service at Missouri State University serves three purposes: to support the academic tradition of shared governance, to support the professional and organizational needs of the disciplines, and to bring the products of

University work to the public for its benefit.

4.2.3.2. Goals and Criteria for Evaluating Service

The following goals and criteria are the basis of evaluating faculty members' Service for tenure and promotion and for required performance reviews. Item 1 below is of paramount importance on this list, and any faculty member, in order to succeed in the area of Service at Missouri State University and attain tenure and promotions, must succeed in Item 1. Although Items 2, 3, and 4 are not individually prescriptive, they are inclusive of Service and may be considered. Success in one or more of these areas (2 – 4) is required to attain tenure and promotion from Assistant Professor to Associate Professor. Sustained success and documented leadership in one or more of these areas are required for promotion from Associate Professor to Professor. ~~Evaluation of service must include some level of formal documented review by faculty external to the home academic unit of the faculty being evaluated.~~

1. University Citizenship

In the interest of maintaining broad participation in the decision-making process at the University, faculty must recognize their responsibilities to the organization and contribute fairly to the task of shared-governance. This includes, but is not limited to, service on program, departmental, school, college, and university committees and task forces.

Service activities supporting University citizenship may also include collaborations and contributions for the collegiate well-being such as providing professional development, participating in campus discussions, and expanding opportunities for shaping the learning environment.

Exceptions to this policy require AUL approval in keeping with unit guidelines.

2. Professional Service

The criteria for this goal refer to contributions to professional organizations within the faculty member's field. Professional association participation may include serving as a board member, division chair, officer, editor, reviewer, committee member, etc. of a professional organization. Additionally, this may include sponsoring, mentoring, or advising an active student organization, or providing opportunities for student experiences outside the expectations of teaching.

3. Public Service

Faculty members meet this goal when they provide evidence of using their professional skills and expertise to serve community, state, national, or international public constituents. This may take the form of serving as a board member, division chair, officer, editor, reviewer, committee member, etc. of a public organization, or writing op-eds or other articles in newspapers or other print media or on television or radio, etc. In this way, Faculty members not only further the mission of public outreach, but also serve as models for their students who are encouraged to engage in similar activities.

4. Professional Consultation

Faculty members may meet this goal by submitting evidence of providing professional expertise to business, industry, schools, community organizations, and colleagues in other university programs. Consultation services to external constituents within the faculty member's professional expertise may be included in this area.

4.3. Evaluation of Faculty with Clinical Appointments

The University recognizes the need to evaluate faculty members with specialized assignments according to the requirements of their appointment letters. Clinical faculty should be so designated in appointment letters. The

following addresses the evaluation of clinical faculty (Refer to Section 3.46.1+ for a definition of this category).

Clinical faculty are vital to the success of certain programs in professional fields. Their primary purpose is to provide an authentic applied learning environment for students in these disciplines while maintaining their own applied expertise. Clinical faculty translate new knowledge in their discipline into clinical practice and clinical practice into new knowledge. Clinical faculty members have the same Service requirements as those with standard appointments. (Refer to Section 4.2.3.2.) Areas of performance evaluation and evaluation for promotion specific to clinical faculty are Clinical Education and Service.

4.3.1. Clinical Education Mission

The Clinical Education Mission for Clinical Faculty in the area of Teaching is to develop educated persons as defined in Section 4.2.1.1, and the specific mission to evaluate clinical competencies. Therefore, the goals and criteria for evaluating the teaching activity of Clinical Education are specific to this faculty role.

4.3.2. Goals and Criteria for Evaluating Clinical Education

Clinical faculty members have responsibilities for didactic and clinical instruction and/or supervision in clinical or field settings. These roles require communicating information and knowledge to students, promoting the acquisition of skills, fostering the development of critical thinking, modeling ethical behavior, and evaluating clinical competencies. Specific responsibilities may include the development of clinical settings, coordination of student field or clinical experiences, instruction, supervision, and evaluation of students. Clinical faculty members must maintain appropriate professional credentials and currency in their practice through continuing education and training. There are two primary goals, with respective evaluative criteria. The first goal must be achieved for promotion.

1. Developing educated persons who are competent clinical professionals

Success in this area both describes successful clinical education at this University and is a prerequisite for successful performance review and for promotion.

- a. Clinical faculty members meet this goal when they demonstrate their effectiveness in cultivating students' knowledge base and skills within a specific discipline including competencies for professional practice.
- b. Faculty should strive to make explicit the relationship between the general education curriculum and various disciplinary curricula so students can integrate their acquired knowledge and skills for lifelong application.
- c. Maintenance of appropriate professional credentials and evidence of continuing professional development are required to meet this goal.

2. Exceptional Modes or Qualities of Clinical Education

The specifics in this area need to be described in writing by the academic unit from the beginning of employment, with any exceptions dependent on negotiation between the clinical faculty member and the AUL and the Dean, as approved by the Provost.

a. Outstanding Performance as a Clinical Educator

Beyond basic effectiveness as a clinical educator, outstanding performance may be evidenced by judgments made by students, peers, administrators, and colleagues with appropriate academic and clinical expertise. Further evidence may include external recognition for outstanding preparation of students for professional clinical fields, and students receiving external recognition for outstanding clinical outcomes.

Such evidence may also include noteworthy clinical outcomes or Research done with undergraduate and/or graduate students, noteworthy work in student advisement, participation in graduate committees, and grants to support innovative clinical education.

b. Experiential Learning

While it is expected that all Teaching and Clinical Education efforts contribute to developing citizen scholars, special efforts in this regard may be used to meet this goal. Faculty should provide evidence of service learning components in their courses, internships, externships, or other structured outreach activities that apply the course material to clinical or practice contexts.

c. Accessibility

This goal refers to efforts to increase students' access to clinical education beyond one's typical assignments. These may include, but are not limited to, offering online or distance learning (for credit courses), and continuing professional education for practitioners, public lectures or workshops, working with community agencies and health care institutions in providing access to education, clinical service/interventions, and developing clinical educational materials that address accessibility issues.

d. Broadened Learning Experiences

Special efforts to broaden students' perspectives and to develop cultural sensitivity may include inviting guest speakers who offer diverse viewpoints, establishing clinical experiences/-externships in diverse settings, or providing exposure to clinical populations with special needs.

4.3.3. Service

Goals and criteria for evaluation of Service for faculty with clinical appointments are identical to those for faculty with standard appointments. Academic units should be mindful that opportunities for service may differ for Clinical Faculty from those available to other faculty, and recognize a wide range of service activity (Refer to Section 4.2.3.2).

4.3.4. Professional Productivity/-Research

Clinical faculty may be evaluated on professional productivity and Research for promotion, as indicated in their individual initial appointment letter or as later negotiated with their unit leader.

4.3.4.1. Professional Productivity Mission for Clinical Faculty

Professional productivity includes translation of new knowledge into measurable improvements in clinical outcomes through practice and communications with peers, as well as original Research in any of the five modes identified in Section 4.2.2. Professional Productivity/Research advances knowledge and practices in clinical professions, promotes development of clinical faculty, and enhances the quality of clinical education for students. Although there is inevitable overlap with the Clinical Education and Service criteria, Professional Productivity/Research criteria focus on professional outcomes, recognition, and development.

4.3.4.2. Goals and Criteria for Evaluating Professional Productivity/Research

Below are the four goals with respective criteria for evaluating Professional Productivity/Research. The first goal should be achieved for promotion.

1. Contributes knowledge to discipline.

Translates new knowledge in their discipline into measurable improvements in clinical practice and outcomes and/or translates clinical practice into new knowledge. The criterion for this goal requires communication of

outcomes to peers through conference presentations, workshops, peer-reviewed and/or non-peer reviewed publications, and/or sponsored research/contracts. Participation on graduate research committees, selection as a reviewer for a major funding agency, collaboration on Research in clinical settings, and/or the development of nationally recognized clinical service or practice standards also may be considered as evidence.

2. Application of clinical expertise to provide expert service to the local and professional community.

Evidence of positive outcomes within the practice setting may be documented through field assessments, employer surveys, and/or client/patient surveys. Evidence of recognition by professional peers might be documented in the form of awards, requests for service, commendations, citations, etc.

3. Transmission.

Clinical faculty members meet this goal by documenting special accomplishments in sharing clinical expertise or Research with a broad audience.

4. Involvement of students.

Professional practice and scholarly activities are of added value to the University mission if the work involves students, either undergraduate or graduate, as active participants in the process.

4.4. Evaluation of Faculty with Research Appointments

The University recognizes the need to evaluate faculty members with specialized assignments according to the requirements of their appointment letters. Research faculty should be so designated in appointment letters. (Refer to Section ~~3.6.10~~ ~~3.45.1~~ ~~20~~ for a definition of this category.)

Research faculty members have similar Research and Service requirements as those with standard appointments for performance review and promotion; however, Research output expectations are naturally higher since Teaching is not required. Refer to the Research and Service criteria for standard appointments in Sections 4.2.2 and 4.2.3.2. Evaluations of State Fruit Experiment Station Research Faculty shall be based on Research, Teaching, Outreach, and Service, commensurate with assigned duties.

4.5. Faculty Policies and Responsibilities

4.5.1. Teaching

4.5.1.1. Teaching Loads

Workloads for tenure-track faculty with standard appointments involve significant responsibilities for Research and Service in addition to Teaching responsibilities. Accordingly, average academic unit Teaching loads for full-time research-active (as defined by each college or academic unit) faculty should approximate 18 equated hours per academic year, and no faculty should be expected to teach more than 24 equated hours per academic year. Annual Teaching loads should typically be 24 equated hours per academic year for full-time Instructors with normal service loads, and up to 30 equated hours per academic year for full-time Instructors with little or no Service expectation. Teaching assignments for Clinical and Research faculty will vary depending on details of their appointments. Teaching load for all faculty is determined in accordance with the University's [Faculty Workload Policy](#) (see Appendix A.) Academic unit personnel or governance documents also address teaching load and other aspects of workload.

4.5.1.2. Meeting Classes

Faculty members are expected to meet their assigned classes. If an instructor must miss class due to an unusual circumstance or to attend a conference or similar research-discipline-related event, they must make suitable alternate

arrangements for learning experiences for their students. When instructors are unable to meet a class because of non-emergency personal or professional reasons, they must notify the academic unit office and communicate the class schedule change to the students as soon as is feasible. Faculty who wish to request a religious accommodation to miss class should consult the [Policy Library](#), Op 1.02-1 Accommodations for Religious Observances Policy.

4.5.1.3. Instruction During Campus Closures

When the university announces a closure or alteration to normal operations due to an emergency or inclement weather situation, per the university's closure policy ([Op3.29](#)), faculty are generally expected to move classes to any method of alternative instruction deemed appropriate by the course instructor that serves the objectives of the course. Alternative methods of instruction can be disseminated in advance, during, or after campus closures and may include but are not limited to remote learning, live video, recorded video, paper packets, additional readings, etc.

4.5.1.4. Course Policy Statements

Within the first week of classes the faculty member shall issue a written syllabus for each assigned course summarizing the following, where items marked with asterisks have suggested language posted by the Provost:

1. Purpose: A statement of the general content of the course.
2. Course Learning Outcomes: A list of measurable and desirable outcomes to be achieved upon successful completion of the course.
3. *Attendance Policy: A statement of attendance policy consistent with that of the University, and the policies regarding late arrival and early departure.
4. *Academic Integrity Policy: A statement concerning the policies concerning plagiarism and cheating, including consequences.
5. Textbooks: A list of textbooks and other sources to be used for the course and whether they are recommended or required reading.
6. Test Dates: A statement concerning the announcement of test dates and the test dates if known. If the dates are unknown, approximations should be offered.
7. Examinations: A general idea of the material to be covered on each exam.
8. Grading Scale: A statement of the grading policy to be used in the course.
9. Term Papers (if applicable): A statement of the dates that term papers are due and general criteria used to determine how the papers will be graded.
10. Final Exam: A statement as to whether the final will be comprehensive or not, and a general idea of the subject matter to be covered.
11. Makeups: A statement of how or if makeups will be allowed for exams, papers, or other assignments.

Refer to the Provost website for Policy statements for inclusion in Syllabi; individual academic units may have additional requirements.

Course policy statements must be on file in the appropriate departmental/school office.

4.5.1.5. Emergency Response Information

Using the university-wide learning management system, faculty members must provide students with information about safety-related issues (emergency fire exits, safe locations for severe weather, active shooter, etc.) consistent with information provided by the Provost's Office.

4.5.1.6. Review of Graded Work

After an examination or any other assignment that has been graded, the work shall be made available to students within a reasonable span of time, so that the students can observe where they have succeeded or failed, ideally before

subsequent similar work is due for submission.

4.5.1.7. Class Records

All faculty members must keep accurate accounts of grades and attendance so that they will have factual information for a fair evaluation of each student. All faculty members must leave with their AUL all grade books or a copy of all grade sheets at the time of leaving the employ of the University. In accordance with the Family Educational Rights and Privacy Act (FERPA), student grades are not to be publicly posted.

4.5.1.8. Student Advisement

Student advisement is the process of assisting students in negotiating the curriculum in order to achieve their educational goals. The process also involves aiding students in thinking through and arriving at educational and professional goals based on an understanding of what higher education is and how it relates to all areas of life.

All faculty members are expected to be knowledgeable of essential aspects of the curriculum and procedures of the University in order to provide accurate and timely advice to students, and should be able to assist in the advisement process through normal contacts with students both in the classroom and in the office. Most faculty members will be assigned individual student advisees for whom they share a particular responsibility for advisement throughout the student's experience at Missouri State University. Some academic units may utilize either select faculty or staff for formal academic advising.

In the advisement process, faculty members may not make representations or commitments that are inconsistent with authorized University policies.

4.5.1.9. Office Hours

Office hours are times when faculty are available for direct consultation with students who are in their classes and with advisees. Availability for office hours usually implies presence in an office but, following ~~departmental-academic unit~~ norms and consent of the AUL, may be satisfied by other means, e.g., electronic consultation. All full-time faculty members must be available for office hours a minimum of five hours each week at times convenient for students. Part-time faculty must also be available for office hours, but the number of office hours will be determined by the AUL. The office hours must be posted in a place where students can see the notice and make plans to confer with the teacher. Faculty members are encouraged to accommodate students who cannot appear during the regular office hours because of schedule conflicts. Exceptions to this policy must be approved by the appropriate AUL.

4.5.1.10. Access to and Release of Student Academic Records

Students' grades are not to be posted publicly. The Family Educational Rights and Privacy Act of 1974 (FERPA) forbids release of educational records unless authorized by statute. Consult the University [Policy Library](#) for Op5.11-1 FERPA/Confidentiality of Student Education Records..

4.5.1.11. University-wide Learning Management System

All faculty members shall use the university-wide learning management system to provide an electronic copy of the course syllabus and schedule, communicate class cancellations and schedule changes, and post student grades.

4.5.2. Research

4.5.2.1. Intellectual Integrity and Ethical Conduct

From 3.1.1, intellectual honesty is essential to the conduct of productive Research. Intellectual honesty demands avoidance of fabrication, falsification, and plagiarism.

Faculty members who engage in funded Research are obligated to meet standards for integrity specified by their sponsoring agencies. Some granting agencies impose standards on the conduct of Research by all faculty members as a condition on the receipt of grant funds by any faculty member. They include standards for ethical treatment of both human and animal subjects. Those faculty benefiting from such funds must, of course, follow such guidelines.

Ranked faculty and Instructors are full-time employees of the University during their appointment periods. Faculty consulting engagements may benefit the University, but they must not interfere materially with faculty responsibility. Therefore, faculty members are obligated to report consulting activities to the University. (Refer to also Section 10.)

Finally, the Research of a faculty member may be constrained by codes of professional ethics particular to the faculty member's discipline. Adherence to discipline-specific professional codes is an appropriate subject for peer review of Research performance.

4.5.2.2. Intellectual Property

Some Teaching and Research outcomes are consequences of faculty effort assisted by University support. They may be commercially valuable. Guidelines for equitably sharing the proceeds of intellectual property between faculty and the University are referenced in Appendix A.

4.5.3. Service

4.5.3.1. Service Responsibilities

Each full-time faculty member is expected to participate actively in the shared governance structure of the University by serving on departmental, school, college, and university committees and by assuming an appropriate share of the requisite duties. Service activities also expand opportunities for learning and shape the learning environment.

4.6. Faculty Performance Evaluation Process

4.6.1. General Procedures

The performance of all full-time faculty members is evaluated on an annual basis. Annual reviews of probationary faculty are used to evaluate cumulative progress toward tenure and promotion (see Section 4.6.3 below) and to assess yearly performance. Tenured faculty and non-tenure-track faculty participate in an annual performance review, or, as appropriate, tenure and/or promotion reviews. Thus, each full-time faculty member is evaluated just once each academic year.

The Provost will publish in the annual Calendar for Faculty Evaluation a university-wide timetable for all academic personnel review processes. All reviews occur according to this schedule. Faculty members shall submit materials for annual review of probationary faculty, tenure and/or promotion review, or annual performance review to the academic unit by the deadline specified in the Calendar for Faculty Evaluation.

Each academic unit is expected to have a Personnel Committee and a published set of personnel guidelines as described in Section 4.8.4. Each academic unit is expected to keep complete and accurate records of all evaluations, recommendations, and decisions relating to all reviews of academic personnel. This may also be accomplished by means of any electronic evaluation system adopted by the University if adequate records are maintained within the system.

Annual reviews of probationary faculty, tenure and/or promotion reviews, and annual performance reviews proceed through a series of formal evaluations and recommendations beginning with the academic unit Personnel Committee

(herein referred to as the Personnel Committee). The Personnel Committee forwards its evaluation and recommendation to the Academic Unit Leader. The Academic Unit Leader forwards their evaluation and recommendation along with the Personnel Committee evaluation and recommendation to the Dean of the College. Annual performance reviews end with this step. For annual reviews of probationary faculty and tenure and/or promotion reviews, Deans forwards their evaluation and recommendation along with all previous recommendations to the Office of the Provost. The Provost makes the final recommendation for tenure and promotion decisions and sends positive recommendations to the President and the Board of Governors.

In instances of disagreement between the Personnel Committee and the Academic Unit Leader, there shall be a good faith effort to investigate the basis for these differences and ideally resolve them. In all tenure and promotion cases where the recommendation of the Academic Unit Leader, Dean, Provost, or the President differs from that of the Personnel Committee, the administrator initiating the change shall state in writing to the affected faculty member, the Personnel Committee, and other involved administrators, compelling reasons why they cannot agree with earlier recommendations. This rationale will become part of the review file.

Throughout the entire process, confidentiality of information must be maintained. Faculty members at every level of decision-making must assume personal responsibility to ensure confidentiality is not violated. Copies of artifacts or other review-related materials downloaded from the digital platform by reviewers must be deleted upon completion of the review step.

4.6.2. Specific Procedures for Annual Review of Probationary Faculty and for Tenure/Promotion Reviews

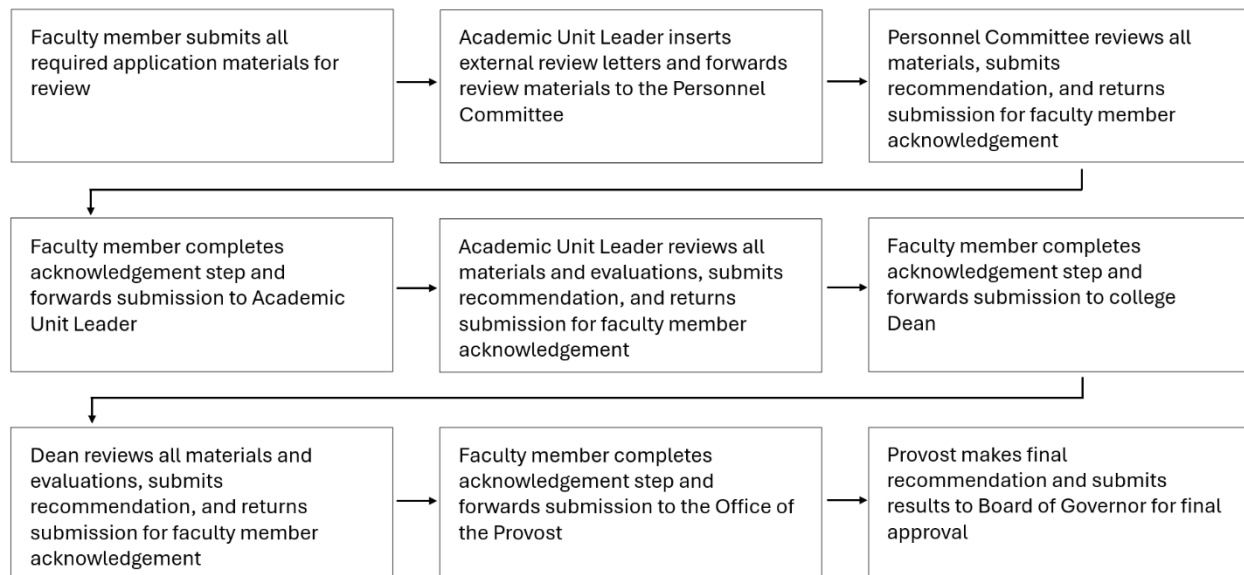
Each application for annual review of probationary faculty and for tenure and/or promotion review follows a similar series of steps as described below.

- For tenure and/or promotion applications that require letters from external evaluators, these are requested in accordance with guidelines issued by the Office of the Provost and discipline-specific standards. These letters will not be available to the applicant until the process is completed (up to the initial recommendation by the Provost).
- The faculty member prepares appropriate application/review materials and documentation based on requirements set forth by the Provost and in academic unit governance documents. It is the responsibility of the candidate or applicant to ensure that all accomplishments they wish to submit for consideration are properly documented in the format specified by the Office of the Provost (e.g., hard-copy dossier, electronic portfolio, digital evaluation platform, etc.).
- The documentation to be reviewed is first routed to the Academic Unit Leader for insertion of external review letters before being forwarded to the chair of the Personnel Committee based on a schedule posted by the Provost. A series of evaluations then commences, going from the Personnel Committee to the Academic Unit Leader, from the Academic Unit Leader to the Dean, from the Dean to the Provost, and for positive tenure and/or promotion recommendations, from the Provost to the President and Board of Governors.
- At each step of the evaluation, the evaluating party (e.g., Personnel Committee, Academic Unit Leader) provides a copy of the evaluation, along with any recommendations, to the faculty member. The faculty member must sign the evaluation to acknowledge receipt, but the signature does not imply that the faculty member endorses all that is stated in the evaluation.
- The faculty member may append a response to any evaluation before it is forwarded to the next evaluator. If the faculty member includes a substantive response during an acknowledgement step, they should notify the evaluator they are responding to (e.g., Personnel Committee chair, Academic Unit Leader, or Dean).
- In instances of disagreement between the recommendations at two successive levels (e.g., between the Personnel Committee and the Academic Unit Leader), there should be a good faith effort to resolve

differences.

- At each step of evaluation beyond the Personnel Committee, a written report of recommendations must be made available to each prior evaluator, e.g., from the Dean to both the Academic Unit Leader and Personnel Committee. The report must provide rationale for any differences from recommendations made at lower levels.
- The Dean may request assistance in evaluations from the College Personnel Committee.
- A candidate for tenure and/or promotion may choose to withdraw the application from consideration at any stage of the process.

The following flow chart illustrates the main steps in this process:



Variations in the steps outlined above may occur as outlined for specific types of evaluations as follows.

4.6.3. Annual Reviews of Probationary Faculty

Annual reviews following the procedures outlined in Section 4.6.2 are conducted for probationary faculty to assess appropriate progress toward tenure and to make recommendations for continuation of appointments. The Personnel Committee will annually assess the probationary faculty member's cumulative record as the faculty member progresses toward the tenure decision year, and will specify in writing one of three outcomes:

1. That progress toward tenure/promotion is satisfactory.
2. That progress toward tenure/promotion is questionable, identifying areas for improvement and providing specific suggestions.
3. That progress toward tenure/promotion is unsatisfactory, providing specific rationale.

In all cases the Personnel Committee will provide clear feedback, identifying areas for improvement, making specific suggestions or recommendations regarding continued appointment or non-renewal, and providing appropriate rationale in the event the committee recommends non-renewal.

The evaluation will proceed as described in Section 4.6.2 through the Dean, who will report recommendations to the Provost. The Provost may elect to review any annual evaluation and recommendation.

The schedule of annual appointments is in accordance with the AAUP “Standards for Notice of Non-reappointment.”

- First-year faculty: continuation of appointment to a second year or notified of non-reappointment by March 1 of the first year.
- Second-year faculty: continuation of appointment to a third year or notified of non-reappointment by December 15 of the second year of service.
- Third-year faculty: continuation of appointment to a fourth year or notified of non-reappointment 12 months before expiration of the appointment.
- Fourth-year faculty: continuation of appointment to a fifth year or notified of non-reappointment 12 months before expiration of the appointment.
- Fifth-year faculty: continuation of appointment to a sixth year or notified of non-reappointment 12 months before expiration of the appointment.
- Sixth-year faculty: tenured or notified of non-reappointment 12 months before expiration of appointment.

4.6.4. Tenure/Promotion Review (Promotion from Assistant Professor to Associate Professor Rank)

4.6.4.1. Year of Application

In most cases, a probationary faculty member must apply for tenure and promotion to Associate Professor no later than the sixth year of employment (except when the tenure clock has been temporarily stopped – see Section 3.87.1) to remain employed beyond the seventh year. In cases where the faculty member has negotiated for a shorter probationary period, the final tenure and promotion application year is specified in the faculty member's initial letter of employment. Candidates denied tenure by the Provost in the final year for application are not permitted to reapply. Candidates who apply for early tenure and promotion (i.e., in a year prior to the final year for application as stated in the faculty member's initial letter of employment) may reapply up to and including the final year to apply. Although faculty hired at mid-year may "count" all work accomplished since the date of hire, the tenure clock for them begins the following August, unless otherwise negotiated.

Individuals whose initial appointment is to the Associate Professor rank must apply for tenure by the fourth year of their probationary status except in those circumstances where the Provost has granted a temporary stopping of the tenure clock.

4.6.4.2. Application Process and Review

The faculty member prepares all application and review materials according to guidelines provided by the Provost and the faculty member's academic unit (in the case of conflict between these documents, the Provost's guidelines supersede academic unit guidelines) and submits them for evaluation. The promotion materials ~~will~~may include external reviews gathered according to unit guidelines based on guidelines from the Provost and added by the Academic Unit Leader. The process for tenure/promotion review follows the steps outlined in Section 4.6.2.

4.6.5. Promotion Review (Promotion from Associate Professor Rank to Professor Rank)

4.6.5.1. Pre-Promotion Review

Tenured faculty members may request a pre-promotion review facilitated at the unit level one to two years prior to application for promotion. This review is optional, and the decision not to request a pre-promotion review does not preclude a favorable review at the time of application for promotion. Details of such reviews should be included in unit governance documents. Pre-promotion reviews normally end at the Academic Unit Leader, but by mutual agreement of the faculty member and Dean may include the Dean.

The Personnel Committee and the Academic Unit Leader will specify in writing to the requesting faculty member one of the following three outcomes:

1. That progress toward promotion is satisfactory.
2. That progress toward promotion is questionable, identifying areas for improvement and providing specific suggestions.
3. That progress toward promotion is unsatisfactory, providing specific rationale.

4.6.5.2. Application Process and Review

The faculty member prepares all application and review materials according to guidelines provided by the Provost and submits them for evaluation. The promotion materials ~~will~~may include external reviews gathered according to unit guidelines based on guidelines from the Provost and added by the Academic Unit Leader. The process for promotion review follows the steps outlined in Section 4.6.2.

4.6.5.3. Application Process for Promotion for Non Tenure-Track Faculty (Instructor, Clinical Faculty, Research Faculty)

The faculty member prepares all application and review materials according to guidelines provided by the Provost and submits them for evaluation. Non-tenure-track faculty may also request a pre-promotion review as specified in 4.6.5.1. The process for promotion review follows the steps outlined in Section 4.6.2., except that external review letters are not required.

4.6.6. Annual Performance Review

The performance of all full-time faculty shall be evaluated on an annual basis. For probationary faculty, the annual review of probationary faculty described above (Section 4.6.3) fulfills this requirement. Tenure and/or promotion reviews conducted in the fall of each academic year (Sections 4.6.4 and 4.6.5) also fulfill this requirement for those candidates. All other full-time faculty members shall undergo the review described in Section 4.6.6.1).

The annual performance review process should foster an open and encouraging environment for faculty performance. Accordingly, faculty evaluations shall observe the highest standards of collegiality, be based on coherent published policy, and administered fairly.

4.6.6.1. Annual Performance Reviews for Full-Time Faculty

The performance of each full-time faculty member (except for probationary faculty and applicants for tenure and/or promotion) shall be evaluated annually by the Academic Unit Leader, according to the schedule set forth in the Calendar for Faculty Evaluation issued by the Office of the Provost. Each academic unit shall develop a clear set of expectations for performance that meets expectations in the categories of Teaching, Research, and Service. Any faculty member may request review by the personnel committee in addition to the AUL review. Such requests must occur by the annual submission deadline set by the Provost Office.

By the deadline indicated on the Calendar for Faculty Evaluation, the faculty member will submit to the Academic Unit Leader the materials specified for this purpose in the academic unit's governance document. The Academic Unit Leader then considers the materials submitted and rates the faculty member's performance in each relevant evaluation category (e.g., teaching, research, and service) using the scale adopted by the relevant college or academic unit and providing a brief rationale referencing criteria set forth in the unit governance document.

The Academic Unit Leader's evaluation and performance ratings are then shared with the faculty member for

acknowledgement. A faculty member who is dissatisfied with an evaluation may append a written response to the evaluation before it is forwarded to the Dean. Faculty members wishing to appeal category performance ratings may request a review by the unit Personnel Committee. A subsequent appeal may be made to the Dean of the College, whose evaluation is final.

Upon acknowledgement by the faculty member, the annual performance review is forwarded to the Dean. The Dean endorses or modifies the Academic Unit Leader's evaluation. In the case of modification, a rationale must be provided and shared with the Academic Unit Leader and the faculty member. The faculty member may also provide a response to comments from the Dean.

Each faculty member should also have an opportunity to meet directly with the Academic Unit Leader to discuss their annual performance review and to establish goals and support for the next year. These discussions may be incorporated into the workload assignment negotiation (Section 4.6.7).

4.6.6.2. Performance Reviews for Per Course Faculty

A performance evaluation for each per course faculty member must be completed after each teaching session (i.e., semester or summer session). The evaluation shall be the responsibility of the Academic Unit Leader, and should be based on the per course faculty member's reliability and effectiveness in completing Teaching assignments. Evaluations should be based on meeting appointment requirements and on the academic unit's criteria for Teaching evaluation. Academic units must have a plan in place for providing feedback to per course faculty within established timelines.

4.6.6.3. Performance Evaluation Appeals Process

In the event misapplication of unit policies in evaluating faculty performance is detected, a faculty member may file a grievance through the Academic Personnel Grievance Process (APGP) (see Chapter 12 for process). Any faculty member who believes that they have been discriminated against for any reason not related to job performance may consult the Office for Institutional Compliance.

4.6.7. Work Assignment Negotiation

Work assignments are negotiated between the faculty member and the AUL at the time of the annual review. If a change in a work assignment is needed before a review is done, the -AUL will negotiate that change with the faculty member. In making an appropriate assignment, the -AUL will take into consideration the needs of the academic unit, and the professional objectives and recent productivity of the faculty member. The -AUL must make assignments within the parameters set by the University for expected workloads.

4.7. Promotion, Tenure, and Reappointment Review

4.7.1. Composition and Responsibilities of the Provost's Personnel Committee (PPC)

The Provost's Personnel Committee (PPC) shall consist of the chairs of each of the Colleges' Personnel Committees. In all cases, PPC members with any conflict of interest must be replaced by an alternate selected by their college.

The Provost shall be responsible for convening this committee, which will review promotion, tenure, and reappointment decisions in the case of appeals. The PPC shall select a chairperson who shall be responsible for making an annual report to the Faculty Senate during the first fall meeting of its work.

4.7.2. Grounds for a PPC Appeal

Appeals based on denial or granting of promotion, tenure, or reappointment shall be filed with the Provost or designee no later than 35 business days after notification of the decision, and shall proceed to the Provost's Personnel Committee. No finding of a prima facie case by the Provost or designee is required. A PPC appeal may be filed to challenge the denial of reappointment, tenure, or promotion substantially affected by:

1. Failure to use for evaluation of tenure and promotion the appropriate criteria in effect for that faculty member (see Sections 3.3.1 and 3.3.2), or
2. Failure to consider the substantive merits of the applicant's performance and fulfillment of appropriate University expectations, or
3. Failure to follow Faculty Handbook procedures, or
4. Failure to provide timely notice for non-reappointment of probationary faculty as defined in Section 4.6.3, or
5. Arbitrary and capricious failure to evaluate the faculty member in a fair manner and by comparable standards used to evaluate other faculty members being considered for reappointment, tenure or the same rank promotion, or
6. Retaliation for exercising academic freedom of speech or political speech/affiliation.

4.7.3. Provost's Personnel Committee (PPC) Review Process

4.7.3.1. Appeal Related to Reappointment, Tenure, or Promotion

An appeal or claim related to reappointment, granting of tenure, or promotion decisions shall be initiated with the Provost or designee, and the Faculty Senate Office shall be notified no later than 35 business days after notification of the decision. Such an appeal may be initiated by a tenured or tenure-track faculty member to challenge denial of reappointment, tenure, or promotion. Non-tenure track faculty, including clinical faculty (see 3.54.1), may challenge denial of promotion, but not reappointment.

4.7.3.2. Burden of Proof

The burden of proof shall be on the party initiating the appeal to demonstrate its case by the preponderance of the evidence.

4.7.3.3. PPC Review

The PPC will conduct its review in accord with AAUP Recommended Regulation 16 as found in [Recommended Institutional Regulations on Academic Freedom and Tenure](#), AAUP Procedural Standard 6 as found in the AAUP Statement on Procedural Standards in the [Renewal and Nonrenewal of Faculty Appointments](#), and in accord with due process guarantees set forth in the University Hearing Panel process described in Chapters 13 and 14.

4.7.3.4. Report

Upon completion of its review, the PPC shall prepare a written report divided into findings of fact and recommendations with supporting reasons which shall be presented to the Provost and the faculty member within 5 business days of the conclusion of the hearing. A minority report may also be prepared.

4.7.3.5. Implementation or Appeal of Recommendation

If the Provost agrees with the PPC recommendations, the Provost shall promptly implement the recommendation of the PPC unless the faculty member appeals the results of that recommendation in writing, stating the reasons for the appeal within 10 business days of the receipt of the PPC Findings and Recommendations. Such appeal shall be filed at the Provost's office. The Provost will include whatever additional information and investigation the Provost determines necessary and promptly forward that information and PPC Findings and Recommendations to the President

for Final Determination. If the Provost decides not to adopt the PPC recommendations, the faculty member may appeal that decision in the same manner set forth herein.

4.7.3.6. Unavailability of Academic Personnel Grievance Process (APGP) Appeal

If a faculty member reviewed under the PPC process is denied promotion, tenure or reappointment any given year, that faculty member cannot file a separate Academic Personnel Grievance (4.6.6.3).

4.8. Evaluation-Related Policies

4.8.1. Applicant's Rights

All faculty evaluations are based on university-level criteria and the guidelines and expectations specified in academic unit and college documents and any specific written agreements that may exist. Faculty applying for tenure and/or promotion will be evaluated based on their performance since employment at MSU unless otherwise negotiated at the time of initial employment.

4.8.2. Responsibilities for Tenure and Promotion Applications

4.8.2.1. Applicant's Responsibilities

Each faculty member making application is responsible for assembling evidentiary documentation, for making the case in support of the application, and for submitting materials according to established format and deadlines. The faculty member shall have access to all materials submitted to Watermark, with the exception of external review letters, which will remain confidential until the initial recommendation by the Provost. Recommendations at each level will be based upon data supplied by the candidate as well as that collected by the academic unit, such as student evaluation results.

4.8.2.2. Responsibilities for External Reviews

For tenure track actions, external reviews, based on criteria provided in ~~departmental~~-academic unit guidelines, will be solicited by the AUL to aid each tenure/promotion or promotion decision. External reviewers will normally be selected from comparable institutions, as defined in the glossary; however, individuals whose expertise make them specifically suitable to serve as reviewers may also be selected with approval of the Dean (see the Provost's website for specific qualifications). Academic units must, in their policy documents, define the role of the Personnel Committee in this process: the committee's role may range from formal input on the selection process and approval of the reviewer list to availability for advice and consulting at the request of either the AUL or the candidate. Four external reviewers will be identified collaboratively by the faculty member, the AUL and, to the extent specified in the academic unit's governance documents, the academic unit Personnel Committee. If the faculty member and AUL cannot agree on the list of four reviewers, each shall select two. The list of reviewers will be submitted to the Dean who will certify that the selection process has followed guidelines. Reviewers may then be contacted.

The AUL is responsible for obtaining a sufficient number of reviewers. The AUL should contact selected reviewers early in the process to determine if they would be willing to provide reviews; when a timely review appears unlikely, an alternate reviewer should then be identified. Faculty and AULs will follow the external review process in accordance with the Evaluation Calendar as published by the Office of the Provost. The absence of review will not be allowed to prejudice the tenure or promotion candidacy of the faculty member. Subsequently, reviewer statements that are inconsistent with Academic unit criteria for Tenure and/or Promotion or Reviewer Instructions shall not prejudice the tenure and promotion candidacy.

4.8.3. Academic Unit Personnel Committees

Academic unit personnel committees serve as the initial evaluating bodies for all faculty evaluations (except as indicated in Section 4.6.6.1). Personnel committees are normally made up of all tenured faculty members in the academic unit with restrictions as noted below. Academic unit personnel committees may include non-tenure track faculty for certain evaluations as described in Section 4.8.3.1 below. The personnel committee may designate subcommittees for specific assignments as described in its academic unit guidelines.

Normally, the personnel committee should have at least five qualified members. In the event that the academic unit has fewer than five eligible faculty members, see Section 4.8.3.2 below for options. The personnel committee operates as an autonomous faculty body, and therefore the AUL shall not participate in personnel committee proceedings or make decisions regarding its composition or actions. Tenured faculty members who have administrative assignments that require them to participate in personnel review at a higher level shall not participate in personnel decisions within the faculty member's home academic unit. A faculty member with a potential conflict of interest (usually evaluating a spouse or partner) should not participate in the evaluation process for annual appointment, tenure, or promotion. When an applicant is being considered for promotion, only those tenured faculty members who hold a rank equal to or above the rank for which the candidate is applying shall participate in the decision-making process. An exception to this occurs when the applicant is applying for promotion to Distinguished Professor, where faculty at the rank of Professor or above may participate.

The committee selects a chair who is responsible for working with the AUL, for convening the committee's meetings, for assuring that committee processes are carried out with integrity, and for writing (or delegating the writing of) personnel recommendations based on the deliberations of the committee.

The candidate's credentials and/or application will be presented to the chair of the personnel committee (or of the subcommittee), who will undertake the security of the application dossier to assure appropriate confidentiality. At the time of evaluation for annual review of appropriate progress toward tenure, required performance reviews, promotion or tenure, the personnel committee will have access to the candidate's current vita, other documentation of Research, Teaching, and Service as required by the Provost and/or ~~department~~academic unit, as well as all prior personnel reviews generated by the Dean, AUL and personnel committee.

If there is a personnel subcommittee, it will present its recommendations to the full personnel committee, whose vote will establish the academic unit faculty recommendation for a personnel action. If there is a split vote among tenured faculty, the minority may file a report, signed by each member of the minority, which will be forwarded with the majority decision.

In instances of disagreement between the personnel committee and the AUL, there shall be a good faith effort to resolve these differences. If resolution is not possible, the AUL must offer in writing compelling reasons for disagreeing with the committee's recommendation before advancing the recommendation to the Dean.

4.8.3.1. Non-Tenure-Track Faculty on Academic Unit Personnel Committees

Non-tenure-track faculty may not participate in evaluations of tenure-track faculty. However, ~~departments~~academic units may choose to allow non-tenure track faculty to participate in promotion evaluations of other non-tenure-track faculty, provided that the evaluator is at or above the rank sought by the applicant.

4.8.3.2. Options When an Academic Unit Personnel Committee Has Fewer Than Five Members

Ideally, any committee evaluating a colleague for annual review of appropriate progress toward tenure, required performance reviews, promotion or tenure should have a minimum of five qualified members, but some academic

units may have insufficient qualified faculty to meet this expectation. Options include:

- Allowing the academic unit to proceed with the evaluation with as few as three qualified faculty from the unit.
- Supplementing the academic unit personnel committee with faculty from other academic units (normally from the same college) who, based on rank, would qualify. The additional faculty should never increase the size of the committee to more than five total. These additional faculty are to be selected by the Dean, based on recommendations by the AUL and the faculty member.

The option (or combination of options) selected should be negotiated with and approved by the Dean.

4.8.4. College Personnel Committees

All colleges shall have a Personnel Committee. The College Personnel Committee (CPC) will be comprised of one elected representative from each academic unit of the College. Representatives should normally be selected from an academic unit's tenured Professors. In some cases (e.g., when there are few faculty at Professor rank in an academic unit), the Dean may permit an academic unit to elect a tenured Associate Professor as its representative. Each College Personnel Committee must also have a representative of non-tenure-track faculty (elected by the College's non-tenure-track faculty) who will serve on the committee on matters involving non-tenure-track faculty members. The non-tenure track faculty member must recuse on any matters dealing with tenure-track faculty. If an academic unit has no tenured faculty, the unit may be represented on the College Personnel Committee for purposes of discussing compensation issues. The academic unit will elect one faculty member to represent the ~~department~~ unit for the discussion of compensation.

If a college committee serves in an advisory capacity only on matters of tenure, promotion, and continuation of appointment, it generally should not be required to supply a written recommendation.

For the role of the College Personnel Committee in compensation, see Section 5.3.

4.8.5. Academic Unit Personnel and Governance Documents

All departments, schools, and other academic divisions with faculty evaluation responsibilities must maintain current personnel and governance documents that are fully compliant with the University Faculty Handbook. All recommendations within the review process must adhere to the standards and requirements identified in the academic unit documents. Academic unit documents minimally must contain the following:

1. Specific guidelines or expectations for tenure, promotion, and annual review of appropriate progress toward tenure; the policy must contain a progression of expectations, e.g., minimal expectations for annual appointment are not sufficient for tenure or promotion.
2. Clarification of what the academic unit will recognize as Research and how it may be evaluated.
3. Criteria for "exceptional records of accomplishments: that could lead to early tenure and/or promotion. These criteria must require performance that significantly exceeds the normal expectations for tenure or promotion. Specific examples of exceptional accomplishments should be provided. At a minimum, accomplishments in both Teaching and Research must be exemplary. Candidates considering application for early tenure should consult their Academic unit's personnel committee.
4. Academic unit personnel committee structure, rules, and procedures.
5. Required and recommended materials for application dossiers, following formats specified by the Provost.
6. A statement regarding policies for adding materials to the application dossier after the Provost Office deadline (i.e., University deadline) which can be no later than the academic units final committee deliberation regarding the candidate's dossier.

7. Faculty mentoring policies.
8. Policies and procedures for required performance evaluations for tenure-track faculty.
9. Policies and procedures for evaluating non-tenure track faculty.
10. Descriptions of all other self-governance policies and procedures within the department, school, or program, including procedures for amending the governance document itself.

The tenure and promotion document of each academic unit shall be reviewed by each academic unit committee at least every three years. This review is to ensure that the guidelines appropriately reflect the goals and mission of the academic unit and remain in compliance with the criteria, goals, and mission of the University community. The academic unit review committee will first forward the reviewed document with or without changes to the academic unit faculty for approval. Upon receipt of faculty approval, the document will 1) be forwarded to the AUL for review; 2) after review of the AUL forwarded to the Dean for review; 3) and after review of Dean forwarded to the Provost's Office for review and final approval. An academic unit's tenure and promotion guidelines are under the purview of the academic unit faculty. If compelling reason or explanation is provided (by the AUL, Dean, or upper administration) to the faculty for modifications, it is the responsibility of the academic unit faculty to consider suggested modifications, and for all parties to make a good faith effort to work collaboratively in achieving resolution. Administrators' recommendations should be based on issues of compliance and clarity.

Specifically, all academic unit policies must meet the following requirements:

1. The academic unit's personnel and governance document shall be presented in writing to the candidate at the time of employment. If it is expected that some of these criteria will be met at different points in a faculty member's career, the timetable must also be placed in writing with notification given to the Office of the Provost and Office of Human Resources.
2. The guidelines shall be appropriate to the discipline, achievable, and consistent with university criteria.
3. Promotion to a higher faculty rank requires documentation of sustained performance within rank at the level required by the University. Distinctions between performance expectations for the various ranks must be clearly and specifically stated in writing.
4. Only verifiable job performance indicators are valid considerations for personnel decisions.
5. Academic unit guidelines will emphasize performance outcomes, meeting clearly stated goals and objectives and professional achievements. Guidelines shall be specific so that they can be applied consistently within an academic unit.
6. Differential Research guidelines may be applied to faculty members within an academic unit whose professional specialties differ substantially in construction and delivery, as long as they do not disadvantage one group over another. For example, studio artists would generally be held to a different set of performance measures than art historians in the same academic unit.

4.8.6. Documentation

Both the faculty member and the AUL shall maintain complete documentation for all aspects of the review of that faculty member's promotion, tenure, and annual review of appropriate progress toward tenure. This requirement shall begin at the date of employment.

Documentation shall include, but not be limited to, letters of understanding at the time of hire; applicable academic unit guidelines signed by faculty member and AUL; participation in teaching improvement activities; any recommendations made by personnel committees prior to the final review; previous annual reviews, required performance reviews, and annual letters from the AUL; summaries of all teaching evaluations; committee assignments and results; proposals written or grants received; and other documentation of Research activities.

At the time of evaluation for required performance reviews, promotion, tenure, or annual review of appropriate progress toward tenure, the candidate shall submit to the Personnel Committee a current vita as well as all the

documentation that has been maintained up to that time. Additional materials supporting Teaching, Research, and Service activities may also be submitted as required by the program/department/school/college. The Personnel Committee shall have access to all information to be used in the decision regarding Teaching, Research, or Service.

4.8.7. Faculty and Academic Unit Leader Procedural Agreement

Each academic unit shall supply new faculty with a copy of the academic unit tenure and promotion guidelines in effect on the date of hire. During the first month of full-time employment, the new faculty shall meet with the AUL and review the tenure and promotion document to ensure understanding of expectations and governing procedures. Clarifications of expectations emanating from the meeting shall be noted on the guideline document. Both the faculty and AUL shall sign off on the guidelines, and this will be placed in the faculty member's personnel file. The signed guidelines should be provided for the faculty member's records. In the event that the academic unit's tenure guidelines change during the probationary period of a faculty member pursuing tenure and/or promotion, the faculty member has the right to remain within the domain of the guidelines under which the faculty member was hired or elect to be evaluated with the new guidelines. If it is the desire of the faculty member to be evaluated with the new guideline document, the signed guidelines shall be amended to reflect the change and a copy provided to the faculty member. For applications for promotion to Associate Professor separate from the tenure application, see Section 3.3.1 regarding the academic unit policy in effect. For promotion to Professor, see Section 3.3.2 for the academic unit policy in effect.

Should the negotiated faculty workload change subsequent to the original agreement, this amendment to the faculty member's and AUL's procedural agreement shall be reflected in all future evaluations.

5. SALARY POLICIES

5.1. Salary Policy and Goals

While Missouri State University does not have a formal salary schedule for faculty and other academic employees, it is the ideal of Missouri State University to attain throughout the University, essential parity in salaries among faculty members with comparable backgrounds and responsibilities. It is the practice at Missouri State University, however, to offer higher salaries and/or other financial incentives to faculty members in some teaching areas where experience has shown that there is difficulty in recruiting and retaining qualified faculty because of higher competitive market salaries.

Improvement of faculty salaries shall receive high priority each year in budget construction. The University will attempt to budget, as an annual priority, a salary raise pool for faculty and staff of sufficient magnitude that the institution will be able, eventually, to achieve and sustain its salary goals. The size of this raise pool depends primarily on the amount of funds appropriated by the legislature and the amount of funds generated by required student fees. The University's salary goals for faculty include raising salaries such that average salaries by rank will equal or exceed averages published in the CUPA "C" National Faculty Salary Survey of public, masters-level universities.

5.2. Salary Procedures

Full-time faculty (excluding visiting faculty) will be eligible for salary increments derived from the above pool, allocated by the cost center head on the basis of individual performance and considerations of internal and external equity. Performance-based salary adjustments shall be based on annual reviews as described in Section 4.6.4. Procedural details for such salary adjustments will be developed by the Provost's Compensation Committee and posted by the Provost. Salary adjustments under the Compensation Committee plan must:

- Provide guidelines for implementation of salary procedures at the cost centers.
- Include both performance and equity considerations.
- Incorporate performance ratings from at least some recent years during which there were no performance-based adjustments (see below).

When the raise pool is at or below 2%, across-the-board raises will be given. Policy and procedural details for across-the-board raises will be based on recommendations from the Executive Budget Committee to the President and will be posted by the Office of the Provost. The performance-based component of salary increases could be implemented when the size of the raise pool is greater than 2% of the salary base.

5.3. Role of the College Personnel Committee in Compensation

The College Personnel Committee is described in Section 4.8.4 in the context of its role in faculty evaluations. The College Personnel Committee also has two primary functions with respect to compensation issues: (1) drafting college guidelines for balancing the interests of performance assessment and salary inequity in annual salary adjustments, and (2) reviewing appeals of faculty performance ratings. The appeals process is described in Section 4.6.6.3.

5.4. Rank Change

An individual promoted to a higher academic rank receives an increment appropriate to the new rank. The amount of this increase will be based on a schedule posted by the Provost. The Provost will periodically review the salary adjustment schedule and adjust as appropriate. Any changes will be reported to the Faculty Senate.

5.5. Professor Salary Incentive Program

The MSU Professor Salary Incentive Program (PSIP) is for those at the rank of professor for five or more years who have continued to exhibit a high level of scholarship, while being accomplished teachers and demonstrating sustained student mentoring. While rewarding scholarship is the focus of this program, applicants must also provide evidence of leadership qualities and accomplishments in the areas of teaching and service, as well as contributing to a climate of collaboration and a community of scholars. Detailed guidelines for applying for PSIP salary increases, and a description of the evaluation processes, will be posted by the Provost.

The PSIP program provides salary increments similar to those for promotions. However, PSIP raises do not represent a change in rank or title. Faculty are eligible for PSIP raises only one time.

5.6. Equity Adjustments

Faculty members may file, with their AULs a request for a salary adjustment if faculty members believe that their salaries are inconsistent with the salaries of other individuals of similar training, experience, and job performance. An adjustment may also be requested by an individual who believes that salary is significantly below the market in an area of high demand where experience has shown that there is difficulty in recruiting and retaining qualified faculty. Requests for equity adjustment must be filed according to the schedule issued by the Office of the Provost in the Master Calendar.

Requests for equity adjustments must be accompanied by appropriate justification. The faculty member must make a case based on internal or external discrepancies in the faculty member's pay for comparable training, experience, and job performance.

5.7. Salary Report

In the fall of the year, the Provost will present a report to the Faculty Senate in which implementation of salary policies for that year is detailed. In particular, the progress of each college toward attaining University salary goals will be addressed.

5.8. Summer Session

The summer session plays a significant role in providing opportunities for students. Nine-month faculty members who teach during the summer sessions will receive pay in addition to their regular annual salaries as determined by the Board of Governors. Compensation will be based on a rate of at least two and one-half percent of base salary per teaching load equivalent. For courses that do not meet the minimum enrollment guidelines, the administrator and faculty member may negotiate for a salary rate that is less than two and one-half percent of base salary per teaching load equivalent (in extenuating circumstances individual colleges, in consultation with the Provost, may establish differential policy regarding summer pay). Subject to a holdback of ten percent of the personnel services budget for the summer to cover unforeseen student demand for courses in specific areas, summer faculty appointments will be confirmed as soon as possible after the summer budget is final and allocation has been made by the colleges to academic units. While there is no specific date by which summer appointments will be confirmed, it will be at the earliest possible date.

Faculty members (except those whose contracts already include summer sessions) are placed on the summer session payroll and will receive their summer salary at the end of June and/or at the end of July, depending on the session that is taught. If circumstances require that an appointment to teach during the summer is made after the last week in May, the entire compensation will be included in the July paycheck.

5.9. Intersessions

Missouri State University offers courses during three intersession periods (January, May, and August) and faculty members are encouraged to develop proposals for these courses. The course proposals are approved and reviewed by the AUL and the Dean. Instructional salary for intersessions is based on a scale of at least two and one-half percent of base salary per teaching load equivalent. For intersession courses that do not meet the minimum enrollment guidelines, the administrator and faculty member may negotiate for a salary rate that is less than two and one-half percent of base salary per teaching load equivalent.

5.10. Off-Campus Teaching

Faculty members may be asked to teach courses at off-campus locations as part of regular teaching loads. Expenses of meals and travel, when recognized as excludable by the Internal Revenue Service, will be reimbursed to individuals assigned, and en-route compensation will be paid at currently approved rates, which are based on distance and/or driving time from Missouri State University. For specific details, see the University Travel Policy document. Assignments may be made on an overload basis for supplemental compensation.

6. BENEFITS

6.1. Overview and Principles

6.1.1. Principles

The University subscribes to the American Association of University Professors statement on benefits found in its document, *The Role of Faculty in Budgetary and Salary Matters* (1990), which states:

The faculty should participate in the selection of fringe benefit programs and in the periodic review of those programs. It should be recognized that of these so-called fringe benefits, at least those included in the definition of total compensation set forth by the Association's Committee on the Economic Status of the Profession, have the same standing as direct faculty salaries and are separated for tax purposes. They should be considered and dealt with in the same manner as direct payment of faculty salary.

Benefits policies, as well as salary policies, are critical matters for faculty governance. The Employee Wellness Advisory Committee and the Healthcare Plans and Benefits Committee, and Faculty Senate Benefits Committee, have compositions that allow faculty input on benefits issues.

6.1.2. Overview

A broad range of benefits are provided to faculty as part of their overall compensation. These include a range of insurance benefits, retirement programs, educational opportunities, legal defense for official duties, workers' compensation benefits, military leave benefits, and access to and use of a number of facilities and services. In addition, the University provides access to a number of voluntary benefits programs such as the Missouri Cafeteria plan. Some benefits may be extended to spouses, sponsored dependents, and dependents. More detailed information may be accessed through the Office of Human Resources.

6.1.3. Dependents

Some benefits may be applied to dependents (in some cases requiring that the faculty member pay the monthly premium through payroll deductions). For the purpose of benefits:

- An eligible dependent shall be defined as provided in Section 152 of the United States Internal Revenue Code. In addition, a child(ren) of divorced or separated parents is treated as a dependent of both parents where (1) the parents are divorced, legally separated, or separated under a written separation agreement; (2) the child(ren) receives over half of the child's (children's) support from the child's (children's) parents; and (3) the child(ren) is in the legal custody of one or both parents for more than half the calendar year.
- A sponsored dependent is defined as a person who meets all of the following criteria: (1) be at least 18 years old and mentally competent to consent to contracts; (2) have shared the same permanent residence and the common necessities of life with the employee for at least the previous 12 months; (3) not be legally married to anyone else in any state; (4) not be related by blood or a degree of closeness to the employee that would prohibit legal marriage in the State of Missouri; (5) have a single dedicated relationship with the employee of at least 12 months; (6) and not be a renter, boarder, or tenant of the employee.

6.2. Insurance Benefits

6.2.1. Health and Life Insurance Benefits

All full-time faculty (minimum 9-month contracts) are eligible for a variety of insurance benefits. Medical, dental,

life, and long-term disability insurance are provided by the University at a low cost to faculty members. Supplemental life insurance and long-term care insurance may also be purchased with premiums borne by faculty and paid through payroll deductions. Faculty may also purchase medical, dental, and life insurance for their spouses, sponsored dependents, and dependents, with monthly premiums paid through payroll deductions.

6.2.2. Voluntary Benefits

Certain “voluntary benefits” are also available to full-time faculty. These include but are not limited to offerings such as vision insurance and critical illness insurance. Coverage for these is borne by the individual, but payments may be arranged through payroll deductions and may be included in the Cafeteria Plan (see 6.2.3).

6.2.3. Cafeteria Plan

The University participates in the Missouri State Employees' Cafeteria Plan which allows full-time and part-time employees to contribute to certain benefit plans on a before-tax basis. Participation in the plan is voluntary. The plan allows employee contributions for insurance coverage and flexible spending accounts for reimbursable health care expenses and child/dependent care expenses to be taken out of each paycheck before taxes are calculated. Other important information concerning the Cafeteria Plan is available online at <http://www.mocafe.com/>.

6.2.4 Long-Term Care

Currently, the university does not offer Long-Term Care Insurance due to the University's provider stopping new enrollments. However, full-time regular employees and their spouses, parents and parents-in-law, as well as retirees and their spouses, who obtained coverage under the previous provider will continue to be covered with Long-Term Care insurance as long as they continue to pay the premiums. Long-Term Care insurance provides coverage for a wide range of personal care, health care, and social services for people of all ages who can no longer care for themselves due to chronic illness, long-lasting disability, or the effects of aging. Most health care plans do not cover the costs associated with such care, and Medicare provides very limited coverage. The University's current Group Universal Life Insurance coverage has provisions that allow access to some of the life benefits if long-term care becomes necessary for the insured. Please contact Human Resources for more information as we obtain a new provider.

6.2.5 Long-Term Disability Insurance

The University provides Long-Term Disability (LTD) insurance at no cost to the employee. LTD insurance covers disabilities resulting from accidental bodily injury, illness, or pregnancy, upon completion of an eligibility waiting period. Under this insurance coverage, employees who are disabled for either 180 days or the expiration of their accrued sick leave (whichever is greater) because of injury or illness (as defined in the Long-Term Disability Benefit Booklet) are eligible to receive a benefit equal to 60 percent of their monthly earnings up to a maximum benefit of \$10,000 per month (minus any other income benefits such as workers' compensation benefits, retirement benefits, Social Security Disability benefits).

6.3. Retirement Benefits

The terms of retirement plans are established by Missouri Statute, and the Social Security Program is controlled by federal law. Retirement plans available to faculty vary depending on date of hire and years of creditable service.

6.3.1. Social Security

All employees are required to participate in the Federal Social Security Program in accordance with federal law. Employee contributions are made by payroll deduction, with the University contributing an equal portion.

6.3.2. College and University Retirement Plan (CURP)

All faculty on full-time, regular appointment hired on or after July 1, 2002, who have not previously been or are currently enrolled in the Missouri State Employees' Retirement System (MOSERS, Section 6.3.3) will be enrolled in the College and University Retirement Plan (CURP). CURP is a 401A defined contribution retirement plan which uses TIAA-CREF as its third-party administrator. CURP offers interstate portability, immediate vesting, and no minimum service requirement. Faculty select individual accounts into which the University's contributions to this plan are directed. After six years of participation in CURP, faculty may opt to move to the MOSERS. Additionally, employees hired on or after July 1, 2018, will also contribute 2% of pay as described in Chapter 104.1205 of the *Missouri Revised Statutes*.

6.3.3. Missouri State Employees' Retirement System (MOSERS)

All faculty on full-time, regular appointment hired prior to July 1, 2002, are members of MOSERS, a defined benefit retirement plan. Faculty hired after that date have the option of switching to MOSERS after six years of service. Faculty who switch from CURP to MOSERS are automatically vested in MOSERS (MSEP 2002 or MSEP 2011, depending on date of hire). Retirement benefits (including eligibility for retirement) will be calculated based on years in MOSERS. A faculty member who has switched from CURP to MOSERS does not have the option of returning to CURP.

6.3.4. Deferred Compensation Plans: 403(b) and 457(b)

Faculty are eligible to participate in supplemental tax-sheltered investment programs through the payroll deduction method as authorized under Section 403(b) and Section 457(b) of the Internal Revenue Code. These investment plans allow employees to save for retirement either on a tax-deferred basis or after-tax (Roth). Employees may participate in both a 403(b) program and the State of Missouri Deferred Compensation Plan (457(b) Plan). See the Office of Human Resources website for more information.

6.3.5. Benefits Available to Retired Faculty

All faculty members retired from Missouri State University have the following benefits: use of Magers Health and Wellness Center, faculty discount at the Bookstore, admission to convocations on campus, use of the facilities of the Libraries, use of Plaster Student Union, enrollment in one course per semester free of required student fees, faculty privileges for admission to athletic activities, and use of the campus recreation facilities.

Faculty members retired from Missouri State University are entitled to continue the same medical insurance coverage they had before retirement, including dependent coverage. The retiree must assume the cost, which will be at the group rate that is currently in effect. This eligibility continues until the retiree is eligible for Medicare. Although a retiree is no longer eligible for the group term life insurance plan provided by the University, the retiree is guaranteed the option to convert to ordinary life insurance with the same company but at a higher rate based upon individual policy rates and the retiree's age. The Director of Human Resources can provide more specific information regarding retirement and insurance.

A retiree's eligible dependent children who enroll at Missouri State University are extended the same educational benefit available to the eligible dependent children of a full-time regular employee. Under no circumstances, however, can the retiree and the retiree's dependent children together receive a waiver of required student fees for more than a total of 15 credit hours per academic year (12-month period beginning with the fall intersession). This benefit is not applicable to out-of-state fees, book costs, or any special fee pertaining to a specific class or private instruction. The eligible dependent must pay the required student fees for all college-level courses taken over the 15 credit hours per academic year covered under this program.

6.3.6. Benefits Available to Emeritus Faculty

Emeritus faculty (see Section 3.65.1) are entitled to all the benefits previously listed for retirees, receive invitations to special events held throughout the year, and receive a President's Parking Pass.

6.4. Legal Defense of Faculty Members

Pursuant to and in conjunction with the State Legal Expense Fund, Section 105.711, RSMo, et seq., it is the policy of the University to provide legal defense of any claim covered by Sections 105.711 to 105.726, regarding conduct of any officer or employee of the University arising out of and performed in connection with official duties on behalf of the University. When questions arise as to whether or not the conduct in question would be covered by Sections 105.711 to 105.726, the University may consult and obtain the advice of the Attorney General of the State of Missouri. The University may also proceed with a defense under a reservation of rights, under which the officer or employee may subsequently become liable and responsible for the expense of such defense upon a finding that the conduct was not or would not have been covered by Sections 105.711 to 105.726.

6.5. Educational Benefits

6.5.1. Credit Course Fees

Faculty members may enroll for up to 15 credit hours in an academic year (12-month period beginning with fall semester) and have their required student fees paid by the University. Faculty members must pay the required student fees for all courses over 15 credit hours per academic year. This benefit is not applicable to out-of-state fees, non-credit courses, book costs, or any special fee pertaining to a specific class or private instruction.

Eligible faculty members may assign part or all of the 15-credit-hour benefit to a spouse, sponsored dependent, or dependent. The assignee must file an application for admission or readmission with the Office of Admissions and Records and meet all admissions and academic requirements stipulated in the Missouri State University Undergraduate or Graduate Catalog.

The University will comply with Internal Revenue Code regulations in regard to reporting benefits that are taxable income. To determine tax liability with regard to this benefit, consult a tax advisor.

Credit course fee waiver requests are automated and can be accessed through the Profile tab at <http://my.missouristate.edu/> under Employment Details - Benefits. The Office of Human Resources will check the request for eligibility, approve appropriate requests, and arrange payment when registration for classes has been completed. The employee must request educational benefits prior to fee payment; cash refunds will not be made.

6.5.2. Noncredit Course Fees

Faculty members may receive assistance to help pay course fees to enroll in noncredit courses offered by Missouri State University's approved units for the purpose of professional and personal development. The University will pay \$150 per employee, per fiscal year (July 1 through June 30) for the faculty member's enrollment in noncredit courses sponsored through these units. The fee waiver will be for course fees only and will not be applicable to special book fees, lab fees, or other special fees in addition to the course fees. The fee waiver is for the faculty member only. It cannot be assigned to a spouse, sponsored dependent, or dependent.

6.5.3. Greenwood Laboratory School

Full-time regular faculty who are eligible for the credit course fee waivers as described above may apply one-half of

the total annual undergraduate credit hour benefit to their eligible dependent children who attend Greenwood Laboratory School toward payment of required student fees.

6.6. Leave Benefits

The following leaves are available to faculty. Information on developmental leaves (sabbatical leaves, professional leaves, scholarly leaves, educational leaves, and special leaves) may be found in Section 7. In all cases, it is the faculty member's obligation to contact the faculty member's AUL, Human Resources, and other offices as appropriate concerning requests for leave.

6.6.1. Civil Duty Leave

Any full-time faculty member who is validly subpoenaed or summoned to involuntarily appear or serve as a juror in a judicial form or compelled to appear before a judicial, legislative or administrative body with civil power to compel attendance during regularly scheduled work hours shall be entitled to receive leave with pay for a period of time necessary for such appearance. Any compensation received for the appearance, other than travel and meal allowances, shall be reported to the University and deducted from any salary paid by the University for such civil leave. Civil leave shall not be granted for appearances as an expert witness for a party to litigation. The faculty member must provide advance written notification to the AUL for civil duty leave.

6.6.2. Bereavement Leave

A full-time or part-time faculty member shall be given time off, not to exceed five business days, without loss of pay to make arrangements for or to attend the funeral of a family members or loved ones as specified in the Human Resources Bereavement Leave policy.

6.6.3. Military Leave

Faculty members are entitled to military leave and return rights as provided by applicable federal and state law. A faculty member under contract to the University must provide to the Office of Human Resources a copy of official military orders containing certification of the faculty member's commanding officer of performance of duty in accordance with the terms of such order, prior to receiving University salary for the period of the military leave (refer to Section 105.270 RSMo). Reservists or members of the National Guard who are called to active duty have rehire and other benefits as prescribed by federal law in Uniformed Service Employment and Reemployment Rights Act of 1994 (USERRA).

Additional information on the military leave policy, especially where the leave in question exceeds a total of 15 calendar days in any federal fiscal year, may be obtained from the Office of Human Resources.

6.6.4. Voting Leave

Faculty members are ordinarily able to vote before or after work. However, if a full-time or part-time faculty member's work schedule is such that the faculty member does not have three consecutive hours of unscheduled time during an election day, the faculty member will be excused from duties at the University for a period of time for voting, not to exceed three successive hours, including off-duty time, between the opening and closing of the polls on the day of election.

6.6.5. Leave of Absence

A leave of absence might be taken for personal reasons or for purposes of accepting a visiting Professorship, for research, for study, or for other kinds of work performed with or without compensation. Normally, this type of leave shall not be granted to any employee who has accepted a tenured position elsewhere.

A full-time member of the faculty desiring a leave without pay should make application early to the AUL, usually by April 1 preceding the beginning of the academic year in which the leave is to be taken. No leave applications will be considered without the recommendation of the AUL. If the AUL approves of the leave, the AUL will prepare a written memorandum and forward it, along with the faculty member's request, to the appropriate college Dean. Before making a recommendation, an AUL will consider:

1. Has the individual contributed to the academic unit and the University in such a positive way that the unit wishes to encourage the individual's return as a faculty member?
2. Is it possible to obtain an effective teaching replacement for the period of the leave?

A faculty member on leave will retain all rights and privileges; however, prior to the leave it must be determined by the Dean and approved by the Provost if time on leave without pay will or will not count as time in rank towards promotion or tenure.

Faculty members on leave without pay will not have fringe benefits paid for them by the University while they are on such leave. They may maintain their insurance coverage for a period up to a maximum of one year with personal contributions if they wish. If a faculty member desires to maintain coverage during a leave of absence without pay, arrangements must be made with the Director of Human Resources 60 calendar days prior to the leave, and premiums must be paid one month in advance of the month of insurance coverage.

A faculty member who is on leave without pay for less than a full academic year will receive salary payments and fringe benefits only during the semester in which the faculty member is teaching.

Faculty members are not covered under retirement system benefits for the period of leave without pay and do not receive creditable service for that period.

6.6.6. Faculty Sick Leave

All full-time faculty members are eligible to accrue paid sick leave at the rate of eight (8) hours per pay period (i.e., one (1) day per month, times 12 months, for a total of 12 days of paid sick leave per year). For purposes of this Section 6.6.6, "full-time faculty" includes 12-month faculty, and 9-month faculty. This benefit accords the faculty member with sick leave hours for professional service rendered to the University during the summer, regardless of the nature of the service. Professional service includes not only teaching activities, but also advising, mentoring, committee work, theses/research, and all other service rendered on behalf of the University.

Sick leave may be used for an illness, pregnancy, injury, or for medical/dental appointments. Faculty may also use sick leave due to an illness or injury of the faculty member's spouse, sponsored dependent, children, parents, mother-in-law, father-in-law, or other family members who require the faculty member's personal care and attention.

Normally, absences due to short-term illness are handled informally within academic units and are granted without loss of compensation. As noted in section 8.43, each ~~department~~ academic unit has procedures for handling and recording such faculty absences. Faculty members must consult with their AULs regarding these procedures. Additionally, all sick leave taken by a faculty member shall be recorded on the faculty member's leave report. The leave report is available at the faculty member's account at <http://my.missouristate.edu>. The Office of Human Resources maintains leave records for all faculty members.

There is no limit on the number of sick leave hours that may be accrued or carried forward during a faculty member's years of service. This system allows employees the opportunity to accumulate a substantial amount of paid sick leave in the event of an accident or long-term illness. For faculty members who are vested in the Missouri State Employees' Retirement System ("MOSERS") upon bona fide retirement from the University, Missouri state law requires that the University report the number of unused sick hours that a faculty member has accrued at the time the faculty member

terminates employment with the University.

If the faculty member is vested in MOSERS at the time of termination of employment, MOSERS will convert the reported accrued, unused sick leave hours into retirement service credit. (Note: 168 hours equals one (1) month of service credit). When the faculty member applies for retirement at some future date when the faculty member is qualified to retire, MOSERS will include those months of service in the calculation of the retirement benefit amount.

6.6.7. Faculty Leave under the Family Medical Leave Act (“FMLA”)

Missouri State University provides Family and Medical Leave (FMLA) in accordance with the federal Family and Medical Leave Act (FMLA) of 1993 and subsequent amendments. FMLA provides eligible employees who work for covered employers the right to take unpaid, job-protected leave for absences due to a qualifying event. For additional details regarding FMLA, including but not limited to employee eligibility, qualifying events, amount and timing of leave, employee request and notice, pay and benefits during leave and return to work see G7.02-7.7 Leave Benefits (Section 7.7 Family and medical leave).

6.6.7.1 Discretionary Paid Medical Leave

While FMLA only requires that covered employers provide eligible employees with unpaid, job-protected leave (as defined by G7.02-7.7 Leave Benefits), as a matter of University policy, all full-time faculty members are eligible to apply for up to one (1) semester of paid medical leave, that will run concurrent with FMLA, contingent upon recommendation by the faculty member’s AUL and college Dean, and approval by the Provost. This semester-long paid medical leave is an additional institutional benefit, rather than an FMLA benefit. For information regarding the eligibility and the procedure for requesting this additional institutional benefit, please refer to the Office of the Provost website: <https://www.missouristate.edu/provost/medleave.htm>.

Subject to University discretion and approval, faculty members may use this one (1) semester of institutional paid medical leave due to their own serious health conditions or due to an illness or injury of the employee’s spouse, domestic partner, child(ren), parents, mother-in-law, father-in-law, or other family members who require the employee’s personal care and attention. Alternatively, subject to University discretion and approval, this benefit may be used for up to one (1) semester of paid sick leave in order to provide care to a family member who requires the faculty member’s personal care and attention due to illness, injury, childbirth or adoption.

A proposal for such paid leave must be made by the college Dean, who should give due consideration to the fiscal constraints of the college and the staffing needs of the ~~department~~academic unit. All requests for paid leave must be approved by the Provost, whose determination is final.

6.7. Unemployment Compensation Insurance

The University provides unemployment insurance coverage for employees in accordance with the laws of the State of Missouri. For specific details concerning coverage and benefits, contact the Office of Human Resources or the local office of the Missouri Division of Employment Security.

6.8. Workers' Compensation

All University employees are extended Workers' Compensation coverage which provides payment of medical expenses and salary compensation to employees who suffer the effects of a work-related injury or who incur an occupational disease arising out of and in the course of employment with the University. The amount of compensation authorized under Workers' Compensation is prescribed by law and the State of Missouri and not by the

University. Key requirements are:

- A work-related injury must be reported immediately to the employee's supervisor.
- The supervisor must ensure that an employee injured in a work-related accident completes a Missouri State University On-The-Job Injury Report form.
- The supervisor must complete the "Supervisor Comment Section" and send the completed form to the Office of Human Resources **within 24 hours of the injury**. If there is a good reason for not reporting the injury within 24 hours, the injury must be reported as soon as possible, but no later than 30 calendar days after the work-related accident.
- Upon receiving a work-related injury requiring medical attention, employees must contact 1-800-624-2354 for the name of an authorized medical care provider prior to seeking treatment (except for serious injuries). This referral service is available 24 hours a day, 365 days a year. If the injury is considered to be serious (e.g., potentially life and/or limb threatening), the injured employee should proceed immediately to the nearest hospital emergency room, and the employee or supervisor must notify the Office of Human Resources immediately.
- The State of Missouri will not pay for medical treatment an employee receives from a medical provider who has not been approved by the Central Accident Reporting Office (CARO). Employees may seek their own medical care with the provider of their choice at their own expense.

Beyond this point in the process, details of coverage through Workers' Compensation diverge depending on the type of position held and personal choices of the injured party. Early Return to Work and Temporary Modified Work Programs may be available. It is essential that the injured faculty member contact the Office of Human Resources for guidance about compensation law and available options.

6.9. Identification Card (BearPass Card)

All faculty members are issued a picture identification card (BearPass Card) by the BearPass Card Office, which serves as an identification for a wide variety of Missouri State University facilities and services. A full-time faculty member is also entitled to obtain a Missouri State University BearPass Card for a spouse or sponsored dependent. The spouse's or sponsored dependent's BearPass Card can be used for all of the same services and facilities as the employee's card.

6.10. Access to University Services and Facilities

Faculty have access to the following services and facilities in accordance with the rules, regulations, and policies of each ~~department~~academic unit providing the facilities or service. For more information and answers to questions concerning these services, the employee should contact the specific ~~department~~academic unit responsible for the service. The services and facilities include:

- Athletic events: Faculty may purchase reserved or general admission tickets to selected Missouri State University athletic events at a reduced rate, subject to the availability of tickets.
- Check Cashing Privileges: Faculty may cash personal checks up to \$50 per day with their BearPass Card at the Bursar's Office. See the Bursar's Office website for more information.
- CopyThis: CopyThis is a full-service copy center for students, faculty, and staff use.
- Counseling and Testing Center: The Counseling and Testing Center is staffed with experienced professional counselors, psychologists, and social workers who provide individual and group counseling to help resolve personal and relationship difficulties, as well as providing crisis intervention to deal with situations which require immediate attention. First priority is given to students; however, University employees including faculty are eligible for consultation and referral services.
- Credit Union: All employees are eligible for membership in the Educational Community Credit Union

located at 1221 East Grand Street. The Credit Union is sponsored by teachers of the Southwest District of Missouri for the purpose of investment and loans. Employees interested in general banking, checking, savings, or loans should contact the Educational Community Credit Union at 417-831-0534.

- Food Service: All campus contracted facilities; (example, dining halls, food outlets, commercial franchised vendors); and snack bar facilities are available to all employees.
- Health and Wellness Center: Magers Health and Wellness Center provides quality health care and promotes lifelong wellness programming for the University community: students, faculty, staff, retirees, and the household members of this group. Magers Health and Wellness Center staff will assist employees and retirees with filing health insurance claims.
- Juanita K. Hammons Hall for the Performing Arts: Discounted tickets for faculty and staff are available on select performances with details available at the ticket office.
- Library Privileges: The University Libraries serve all students, University employees, their spouses and sponsored dependents. To check out books and other materials, employees and their spouses need to present their University BearPass Card (Spouse BearPass Card) at the Circulation Desk. Faculty should check at the Libraries' Administrative Office regarding library privileges for other members of their households.
- Missouri State Bookstore: Faculty are eligible for a discount on purchases upon presentation of their University BearPass Card. Affiliate stores are located across campus including; stores located in the Plaster Student Union, ~~the JQH~~ Great Southern Bank Arena), and in Hammons House.
- My Payment Plan: Missouri State University allows students, staff, and faculty in good financial standing to make charges on their accounts for required student fees, residence hall charges, Magers Health and Wellness Center charges, parking permit and fines, bookstore charges, library fines and other charges and pay for those charges in installments—in accordance with My Payment Plan.
- Notary Public: Notary services are provided free of charge. A complete listing of notaries, their office room numbers and telephone numbers can be found at <http://www.missouristate.edu/dos/notaries.htm>.
- Parking: A current Missouri State University parking permit is required and must be displayed in order to park in any University parking lot. Parking permits must be purchased at the Transit Operations Center located at 700 East Elm Street, 417-836-4825. Designated parking spaces are provided for the disabled in accordance with the Americans with Disabilities Act.
- Plaster Sports Complex (PSC): Plaster Sports Complex is a sports event and recreational facility for students, faculty, and staff of the University.
- Plaster Student Union (PSU): The Plaster Student Union (PSU) is a multipurpose facility, primarily for students, faculty, and staff of the University.
- Postal Service: The University operates a U.S. Postal Services Contract Station in Plaster Student Union, Room 210.
- Recreational Facilities: All employees of the University may use the University tennis courts, Foster Recreation Center, Plaster Student Union, Hammons Student Center, Plaster Sports Complex, and other recreational facilities of the University, under the conditions and applicable rules and when scheduling permits. (Some facilities may require fees.)
- Safety and Transportation: The Safety & Transportation Department provides a variety of services for employees and students including authorized access to buildings, battery jump for vehicles parked on campus or on University-owned streets, and protective accompaniment service on campus during the hours of darkness.
- Savings Bond Purchases: United States Savings Bonds, types EE and I, may be purchased through payroll deduction. For more information about the amount and types of bonds available, contact the Payroll Office at 417-836-6578.
- Shuttle Bus Service: Missouri State University provides regular shuttle bus service for students, faculty, staff and guests at no cost for the Springfield campus.
- Telecommunications Service: The University's long-distance network is intended for official business only. Use of the long-distance service for personal calls is discouraged and should only be done in an urgent or

emergency situation.

- Wellness Program: The University supports the culture of employee wellness based upon healthy lifestyles choices and offers all employees the opportunity to take advantage of Wellness Programming offered through the Magers Health and Wellness Center and Campus Recreation. Participation in the Wellness Programs includes both fee based and non-fee based opportunities.

7. FACULTY DEVELOPMENT

7.1. Faculty Development Policy

To increase the opportunities for the continued professional development of the faculty, the University provides funding and other resources to assist faculty members in meeting their professional responsibilities.

7.2. Developmental Leaves

Faculty members who are granted developmental leave shall be required to sign an agreement codifying the obligations of both the faculty member and the University, including the financial responsibilities of each.

Faculty members are obligated to return to Missouri State University for at least one year following the developmental leave. Faculty members who fail to complete the post-leave year of service to the University shall be obligated to reimburse the University for the entirety of the pay they received during their leave.

7.2.1. Sabbatical Leave ~~f~~For Faculty

Only ranked faculty members (as defined in this document's glossary, but not including ranked faculty members who are serving as Academic Unit Leaders, Associate Deans, Deans, or Associate Provosts) are eligible for sabbatical leave. Eligibility is established by completing 12 semesters of service to Missouri State University (summer teaching excepted). A faculty member granted a sabbatical leave will be entitled to University support amounting to full pay for a half year's leave and between one-half pay and three-fourths pay for a full year's leave. A faculty member on sabbatical leave is still considered a full-time employee. Faculty will participate in the retirement program and will have their benefits paid by the University. Faculty are encouraged to apply for external grants to supplement their funding. Their sabbatical pay will not be decreased if they secure such funding, except, however, that faculty cannot receive more than one hundred per cent of their twelve-month equivalent salary while on sabbatical. Funds provided for travel, housing, and other living expenses are not considered to be "salary". Since faculty on sabbatical leave are considered full-time employees, faculty are required to adhere to Section 10 of the Faculty Handbook as it pertains to outside activities and conflict of interest while on sabbatical leave.

A sabbatical leave is not an automatic right; completed applications must be submitted to the appropriate College Dean according to the deadline specified in the Master Calendar prior to the academic year for which the leave is requested. The College Personnel Committee will evaluate the applications and make recommendations to the Dean.

The Dean will then forward to the Provost's Office a comprehensive list of all faculty members who have applied for and those who have been selected for sabbatical leave for data compilation.

Application for sabbatical leave is a competitive process and requires presentation of a strong proposal. Each college-level cost-center will fund the sabbaticals from that college. Depending on budget constraints in any given year, at times even worthwhile proposals may fail to receive funding.

All applicants must be notified of the final decision regarding their applications by the end of the first complete week in February. Only one proposal from a faculty member is to be considered during a single academic year.

The project for which leave is requested must be beneficial both to the faculty member and to the University. The sabbatical leave will provide an opportunity for the faculty member to pursue research/ creative work, enhance teaching or professional practice skills in the discipline, or to retool for new teaching opportunities or research. The leave may include travel related to the research and study. Proposals to obtain an advanced degree will not be approved.

Faculty members are obligated to return to Missouri State University for at least one year following the sabbatical.

Following the sabbatical leave, the faculty member will submit to the Provost, appropriate AUL and college Dean a report of scholarship, research, or creative activity conducted while on leave, based on a schedule posted by the Provost. Any faculty member who has completed a sabbatical leave and who has failed to submit a report is ineligible to apply for a subsequent sabbatical leave until such report has been filed.

In computing years of service that will apply toward eligibility for promotion, time spent on sabbatical leave will be counted. A faculty member who has taken a sabbatical or professional leave is not eligible for another paid leave until the completion of 12 semesters of service to Missouri State University subsequent to the paid leave.

7.2.2. Professional Leave

Ranked faculty members (but not including ranked faculty members who are serving as Academic Unit Leaders, Associate Deans, Deans, or Associate Provosts) are eligible to apply for leave to engage in professional development activities not covered by sabbatical or educational leaves. Eligibility is established by completing 12 semesters of service to Missouri State University (summer teaching excepted). The activity for which leave is requested must be beneficial to both the faculty member and the University. The professional leave will provide opportunities such as educational experiences for enhanced expertise within the faculty member's academic discipline or in another discipline, curriculum development projects, expanded use of instructional technologies, or similar activities not directly related to research or the acquisition of an advanced degree.

A faculty member granted a professional leave will be entitled to university support amounting to full pay for a half-year's leave and no less than one-half pay for a full year's leave. Faculty members on professional leave will receive salaries in 12 monthly payments. They will participate in the retirement program and will have their benefits paid by the University.

A professional leave is not an automatic right; applications must be submitted according to the deadline specified in the Master Calendar prior to the academic year for which the leave is requested. Completed applications will be submitted to the appropriate College Dean according to the deadline specified in the Master Calendar prior to the academic year for which the leave is requested. The College Personnel Committee will evaluate the applications and make recommendations to the Dean.

The Dean will then forward to the Provost's Office a comprehensive list of all faculty members who have applied for and those who have been selected for professional leave for data compilation.

Application for professional leave is a competitive process and requires presentation of a strong proposal. Each college-level cost-center will fund professional leaves from that college. Depending on budget constraints in any given year, at times even worthwhile proposals may fail to receive funding.

All applicants must be notified of the final decision regarding their applications by the end of the first complete week of February. Only one proposal from a faculty member is to be considered during a single academic year.

Following the professional leave, the faculty member is obligated to return to Missouri State University for at least one year. Within 30 calendar days after the leave period, the faculty member will submit to the Provost, appropriate AUL and college Dean a report of professional activities conducted while on leave.

In computing years of service that will apply toward eligibility for promotion, time spent on professional leave will be counted. A faculty member who has taken a sabbatical or professional leave is not eligible for another paid leave until the completion of 12 semesters of service to Missouri State University subsequent to the paid leave.

7.2.3. Scholarly Leaves

Ranked faculty members (but not including ranked faculty members who are serving as Academic Unit Leaders, Associate Deans, Deans, or Associate Provosts) who have been awarded academic fellowships (e.g., Fulbright Fellowships) or similar recognitions may request leaves for up to one academic year. A faculty member granted a scholarly leave will not receive salary from the University but will continue to receive all benefits.

Applications for scholarly leaves must be submitted according to the deadline specified in the Master Calendar prior to the academic year for which the leave is requested. Application by the posted deadline serves as a notice to the ~~Department AUL~~, College Dean, and Provost so that appropriate arrangements can be made to cover the faculty member's assignments.

Following the scholarly leave, the faculty member is obligated to return to Missouri State University for at least one year. In computing years of service that will apply toward eligibility for promotion, time spent on scholarly leave will be counted. The eligibility of a faculty member who has previously taken a scholarly leave to apply for a paid leave (sabbatical or professional leave) before the completion of an additional 12 semesters of service to Missouri State University may be negotiated with the Provost.

7.2.4. Educational Leaves

Leaves for full-time faculty members wishing to return to graduate school to complete an advanced degree are subject to recommendation by the President and approval by the Board of Governors. Educational leaves will be allowed under the following guidelines:

1. Educational leaves are a privilege and not an automatic right.
2. Salary funds must be available before educational leaves will be granted.
3. The faculty member must demonstrate clear intent to complete all coursework for the academic degree during the period of the leave.
4. The faculty member will return to Missouri State University for at least one year following the termination of the leave.
5. The time accrued for a sabbatical leave will be forfeited upon the acceptance of an educational leave, and the 12-semester period to be accrued for sabbatical leave will start with the beginning of the semester following the faculty member's return to Missouri State University, excluding summers.

Applications for educational leaves will be submitted according to the deadline specified in the Master Calendar, prior to the academic year for which the leave is requested. Applications will be submitted to the Faculty Leave Committee for its recommendation to the Provost.

Faculty members who are on educational leave will receive their salaries (full pay for a half year's leave or half pay for a full-year's leave) at the same rate as would have been compensated if the faculty member were teaching. Salary will be paid in twelve monthly payments, and faculty members on educational leave will participate in the retirement program and have their benefits paid by the University.

In computing years of service that will apply toward eligibility for promotion and tenure, time spent on educational leave will not be counted.

7.2.5. Special Leave for Faculty

Any full-time faculty member who in the opinion of the Provost deserves a leave for a specific purpose not listed in other portions of the Faculty Handbook may be granted such a leave with or without pay. Final approval must be granted by the Board of Governors.

Following the special leave, the faculty member is obligated to return to Missouri State University for at least one year. Within 30 calendar days after the leave period, the faculty member will submit to the Provost a report of activities conducted while on leave.

In computing years of service that will apply toward eligibility for promotion, time spent on special leave will be counted.

7.3. Faculty Development Resources

Missouri State University supports effective teaching, research, and service through faculty development resources that are provided by the university, college and ~~department~~academic unit. These resources are designed to give opportunities for continued professional development to become more effective teachers and scholars. The University recognizes the need to pursue initiatives that make the professional endeavors of faculty more exciting and rewarding. Refer to the Faculty Development section of the Provost's website for specific information on resources provided by the University.

7.3.1. Faculty Center for Teaching and Learning

The Faculty Center for Teaching and Learning offers programs and resources for faculty, instructors, per course faculty, teaching assistants, and academic units. The FCTL supports the instructional community by offering a variety of teaching and learning opportunities such as workshops, seminars, individual consultations, and peer reviews. The FCTL Advisory Council supports the implementation of the center's mission and goals and also serves as liaisons between the instructional community and the FCTL. Services and resources provided include instructional design, resources on effective teaching through technology, best practices for teaching and learning, and support for the enhancement of teaching and learning at MSU.

The FCTL provides funding opportunities through Curriculum Innovation awards which lead to improvements in the quality of instruction and new or innovative teaching and learning practices. A call for proposals is held each academic year. Information on this and other awards can be found on the FCTL's website.

A Showcase on Teaching and Learning is sponsored by the FCTL at the beginning of each academic year and provides a forum for faculty to present their research and findings on effective teaching and learning. A highlight of this event has been hosting a distinguished faculty or nationally recognized educator/researcher to present a keynote address before the MSU instructional community.

Additional information is available at the FCTL's website. Faculty are also encouraged to contact the FCTL for individualized consultations and other opportunities.

7.3.2. Citizenship and Service-Learning

The Office of Citizenship and Service-Learning (CASL) provides a number of programs designed to help faculty develop strategies for making service-learning a useful pedagogical tool in the work of developing educated persons. Two specific programs are the Service-Learning Faculty Fellowship and the CASL Research Stipend. The Service-Learning Faculty Fellowship is a professional development program that is designed to benefit those faculty who wish to explore service-learning as a pedagogical tool in an intensive, in-depth manner, with the intent of implementing it into a specific course. This program trains and supports faculty who wish to enhance citizenship skills and demeanor in their students through their instruction by designing or modifying courses that integrate service-learning into learning outcomes. The CASL Research Stipend supports faculty work that advances the knowledge of service-learning or is of direct service to the community. Applications for both programs are available at the [CASL web site](#) and are due mid-October each year.

The CASL office also works with faculty to encourage the practice of engaged scholarship of teaching and learning,

and research on civic advancement and civic engagement. In addition, the CASL office serves as a liaison in coordinating collaborative efforts of faculty with community partners and government officials to support not-for-profit and government organizations in research and in addressing community and social needs.

Other CASL services for faculty include curricular information, faculty resource/research sharing sessions, workshops featuring noted service-learning authorities, resources for grant funding of service-learning projects, and travel stipends. The CASL program is one vehicle by which Missouri State University carries forward its mission in Public Affairs, engaging in community-based problem-solving and addressing social justice issues – locally, nationally, and globally.

7.4. Extramural Support for Research and Development

The [Office of Research Administration \(ORA\)](#) provides assistance to faculty seeking extramural support for their research endeavors. Refer to Chapter 9, Research, for a description of these services.

7.5. Faculty Exchange Program and International Teaching Opportunities

The coordinating official of the faculty exchange program is the Director of International Services . Eligibility for participation in such a program is essentially the same as that for leaves granted by Missouri State University. Participation is a privilege, not an automatic right. Additionally, the following guidelines will apply:

- 1.This policy includes a possible exchange of qualified personnel between educational institutions as well as between other institutions such as government agencies, businesses, and industrial firms.
2. The faculty member's participation in the exchange is partially contingent upon the availability of a satisfactory replacement to assume assigned duties for the duration of the absence.
3. The exchange replacement is subject to the same scrutiny as are prospective candidates for permanent positions at Missouri State University.
4. Salary, retirement contributions, and fringe benefits will be paid by Missouri State University to its faculty members who are on the exchange, and the exchange replacement will be paid by the replacement's institution.
- 5.Participation in the Faculty Exchange Program in no way affects the eligibility of the exchange faculty member under the sabbatical and/or educational leave policy now in effect, nor will it affect the faculty member's eligibility for promotion; i.e., the year on the exchange program should be equated to a year of service to Missouri State University.

7.5.1. Faculty-Led Short Term Programs

Faculty members have the opportunity to lead short-term study away programs. Teaching abroad develops faculty members' ability to be innovative and creative. Additionally, a faculty member's work abroad highlights the value of a global perspective in the intellectual life of the Missouri State community. Office of Education Abroad staff assist faculty in the development of short-term programs which vary in length from one to eight weeks. Faculty interested in such programs must coordinate their efforts through the Office of Education Abroad.

7.6. University Funds for Faculty Development

7.6.1. University Funds for Research and Curricular Development

The University recognizes the importance of Research (as broadly defined in Chapter 4) and is committed to providing significant support for such activities. The Provost appoints a Faculty Grants Committee, composed of faculty members with experience in Research to recommend the allocation of University funds for research each fall and spring semester. The Faculty Leave Committee, appointed by the Provost, recommends recipients of the Missouri State University Summer Fellowships.

University research funds are to be used for the following purposes: (1) to provide seed money for Research and (2) to provide financial support for Research not likely to receive funding elsewhere. Professors conducting major research projects should seek outside funding rather than apply to the committee(s) for continued funding year after year. The University may assert an interest in the commercial value of projects for which the University provides support (refer to Appendix A: Intellectual Property Policy Statement).

7.6.2. Funds for Enrollment in Classes

Full-time members of the Missouri State University faculty may enroll in classes with student fees waived – see Section 6.5 for detailed information.

7.6.3. Reassigned Time for Research

Upon the recommendation of the AUL, the College Dean may authorize reassigned time in order to provide time for Research. A faculty member taking advantage of this opportunity will be required to report to the Dean when requested concerning the faculty member's Research activity.

In planning academic assignments, AULs (or supervisors of those faculty members whose primary functions may not be teaching) will provide blocks of time for scholarship, research, and creative activity by individual faculty members who request it.

7.6.4. Travel

The University recognizes the importance of original Research being conducted by faculty members and the participation of faculty members in learned and professional society activities.

To the extent that funds are available, travel funds will be provided to support the participation of full-time faculty members in order to attend professional conferences and to present papers. The faculty member will be reimbursed for the most reasonable and economical transportation costs available as well as reasonable lodging, food costs, and registration fees. The number of days for which food and lodging will be allowed may be limited to less than the full period of the conference. All requests for travel expenses must be made in advance to the appropriate head and must be approved by both the AUL and college Dean. A report of professional activities at the meeting will be submitted to the college Dean upon request following the meeting, including a copy of the paper presented. Faculty and staff members traveling at Missouri State University expense must submit receipts for commercial transportation and lodging expenditures as well as registration fees in order to receive reimbursement.

If a faculty member travels on official University business, all allowable travel expenses will be paid by the University.

See the [Policy Library](#) Op8.22 Travel Regulations for more information on allowable travel expenses.

8. PROFESSIONAL ISSUES

8.1. Prohibition of Discrimination or Harassment

Consistent with [G1.05 Non-Discrimination Policy Statement](#), Missouri State University prohibits discrimination on the basis of race, color, national origin (including ancestry, or any other subcategory of national origin recognized by applicable law), religion, sex (including marital status, family status, pregnancy, sexual orientation, gender identity, gender expression, or any other subcategory of sex recognized by applicable law), age, disability, veteran status, genetic information, or any other basis protected by applicable law in employment or in any program or activity offered or sponsored by the University. Sex discrimination encompasses sexual harassment, which includes sexual violence, and is strictly prohibited by Title IX of the Education Amendments of 1972.

Sexual Harassment is a form of sex discrimination that is prohibited by both Title VII of the Civil Rights Act of 1964 (“Title VII”) and Title IX of the Education Amendments of 1972 (“Title IX”). Although sexual harassment is defined in slightly different ways under Title VII and Title IX, it generally refers to unwelcome conduct of a sexual nature toward another person or an identifiable group of people. Unwelcome sexual advances, requests for sexual favors and other verbal or physical conduct of a sexual nature constitute sexual harassment when: 1) submission is a term or condition of an individual’s employment or academic opportunities; 2) submission to or rejection of such conduct by an individual is used as the basis of employment or academic decisions affecting such individual; or 3) such conduct is so pervasive or severe that it creates an abusive, intimidating, hostile, or offensive environment. Sexual harassment may occur where such circumstances occur between supervisor and subordinate, employees, students and employees, and non-University persons and employees. It may occur between members of the opposite sex or the same sex.

Discrimination or harassment against any member of the University community will not be tolerated at Missouri State University. The University will respond appropriately to instances of discrimination or harassment, and members of the University Community who engage in such acts or behavior are subject to disciplinary sanctions, up to and including dismissal from the University (with respect to students) or termination of employment (with respect to faculty and/or staff).

Accordingly, the University has established the Office of Institutional Compliance (“OIC”) that is responsible for processing all complaints of discrimination or harassment on the basis of protected class, including complaints arising from Title IX, as well as complaints arising under Title VII. Allegations of sexual harassment against faculty members that meet the definition and jurisdictional requirements of Title IX and its implementing regulations are required by federal law to be addressed as set forth in [Op 1.02-11 Title IX Sexual Harassment Grievance Procedure Policy](#), rather than through the disciplinary procedure outlined in Chapter 13 of this Handbook.

All other allegations of discrimination or harassment (including sexual harassment as defined by Title VII) will be addressed in a manner consistent with [Op1.02-2 Discrimination Complaint and Investigation Procedures](#). Results of investigations conducted and/or evaluated pursuant to Op1.02-2 Discrimination Complaint and Investigation Procedures, may be reported to the Provost and other appropriate administrators, who may take such actions as are consonant with the disciplinary procedures prescribed in Chapter 13.

Consistent with [G1.31 Reporting Allegations of Discrimination on the Basis of a Protected Class](#), all employees – including faculty members – are required to report any concerns or allegations of sexual harassment involving members of the university community (i.e., faculty, staff, and/or students) or which they become aware. Such reports should be made as soon as possible, but in no event later than three (3) calendar days after learning of such concern or allegation. Reports must be made to the Title IX Office. Reporting a concern or allegation of discrimination or harassment to a supervisor, without also reporting to the Title IX Office, does not satisfy a faculty member’s reporting obligation. Faculty members who refuse or otherwise fail to report a sexual harassment allegation or concern are

subject to disciplinary sanction, as set forth in Chapter 13 of this Handbook.

Additionally, any faculty member who believes that they have been the subject of sexual harassment should report the alleged act immediately to the University's Title IX Office. Confidentiality will be respected, and anonymity preserved in grievances to the greatest extent possible.

8.2. Disability Accommodation and Accessibility

Faculty at Missouri State University have the responsibility to support the university's efforts to increase the accessibility of university programs and prevent discrimination against students with a disability. University Faculty satisfy this responsibility by: informing all students of the appropriate procedures for receiving disability accommodations; creating instructional course content consistent with the university's accessibility guidelines; implementing any reasonable accommodations identified by the university in their assigned courses; maintaining appropriate confidentiality of records and communication concerning students with disabilities; and supporting the university's policies and procedures designed to eliminate barriers to access and further the university commitment to non-discrimination by eliminating barriers to access. The University will provide support and resources for faculty implementing these responsibilities.

Faculty must work directly with the University's [Disability Resource Center](#), rather than the student, on any concerns that an identified accommodation may substantially alter an essential element of their course or program. Faculty may not unilaterally deny an accommodation approved through the University's accommodation procedures.

8.3. Bullying

Bullying is defined as repeated and/or severe verbal or nonverbal behaviors to intimidate or intentionally hurt, control or diminish another person, physically or mentally (that is not speech or conduct otherwise protected by the First Amendment) that lead to an unprofessional work environment. Members of the University community should contribute to a professional environment that supports academic freedom, freedom of expression, professional discourse, inquiry, and respect for the academic rights and professional expertise of others.

Bullying will not be tolerated by the University. Accordingly, faculty members who engage in bullying behavior are subject to disciplinary action pursuant to Chapter 13 of the Faculty Handbook. Faculty members who believe they have been subjected to bullying by an academic administrator or another faculty member may file a grievance pursuant to Chapter 12 of the Faculty Handbook.

8.4. Faculty Absences

Each Academic Unit has procedures for handling and recording faculty absences. Faculty members must consult with their AULs regarding these procedures.

8.5. Consensual Sexual or Romantic Relationships Policy

The University's mission is promoted by professionalism, which is fostered by an atmosphere of mutual trust and respect. These are diminished when persons in positions of authority abuse their power, as in the case of consensual sexual or romantic relationships between faculty and students.

A consensual sexual or romantic relationship between a faculty member and a student is generally wrong when the faculty member has professional responsibility, such as grading or advising, mentoring, or directing student development, even if that student is not formally enrolled in one of the faculty member's courses. Such a situation increases the chance for abuse of power. The University will view it as unethical if faculty members engage in

consensual sexual or romantic relationships with students enrolled in their classes or subject to their supervision. The behavior is, in most cases, unethical even when the relationship is consensual (i.e., both parties have consented), because the voluntary consent of the student is in doubt, given the power imbalance in the student-faculty relationship. Even if consent were to be shown, a clear conflict of interest would still exist which might create the appearance of discrimination or favoritism in grading or access to educational opportunities.

Relationships between a graduate student and an undergraduate student, when the graduate student has some supervisory responsibility for the undergraduate, are covered by this policy.

Relationships between a student and an administrator, coach, advisor, program director, counselor, or resident life and services staff member who has supervisory responsibility for that student also are covered.

A request for a specific exception to this policy may be made by an employee to the supervisor, who may approve or deny the request. The supervisor should maintain written documentation of the employee request and the decision to approve or deny the request. Faculty engaged in unethical conduct of the type described in this policy are subject to the normal disciplinary procedures of the University. Such unethical conduct may or may not constitute sexual harassment as prescribed by the [G1.31 Reporting Allegations of Discrimination on the Basis of a Protected Class](#), [Op1.02-11 Title IX Sexual Harassment Grievance Procedure Policy](#), and/or [Op1.02-2 Discrimination Complaint and Investigation Procedures](#).

8.6. Drug-Free Workplace

Employees are expected and required to report to work on time and in appropriate mental and physical condition for work. Each employee is responsible to help ensure a drug-free, healthful, safe and secure work environment. The unlawful manufacture, distribution, dispensing, possession, or use of a controlled substance on University premises or while conducting University business off its premises is absolutely prohibited. Violations of this policy will result in disciplinary action, up to and including termination, and may have legal consequences. Faculty members must, as a condition of employment, abide by the terms of this policy and report to the University any conviction under a criminal drug statute for violations occurring on or off University premises while conducting University business. A report of conviction must be made within five (5) business days after the conviction.

8.7. Use of Tobacco

The University recognizes that tobacco smoke is a hazard to the health of the University community. Because of the harmful consequences of tobacco use, both active and passive, the University has adopted the following policies:

- The University designates all buildings as smoke-free. Therefore, smoking is prohibited in University buildings including offices and hallways, and in the outside areas surrounding fresh air intakes. This policy applies to all University buildings on and off campus.
- Smoking at outdoor events (specifically including those in the stadium) is restricted to designated areas.
- Smoking is prohibited in vehicles leased or owned by the University.
- The use of smokeless tobacco, including chewing tobacco and vaping, is prohibited in all locations on campus, where smoking is prohibited.
- Visitors to Missouri State University are included under this policy as temporary members of the University community.

To the extent possible, the University will provide access to cessation programs to help those who presently use tobacco products and desire to quit. Magers Health and Wellness Center offers tobacco cessation programs. The success of this policy depends on the thoughtfulness, consideration, and cooperation of tobacco users and nonusers. The University community shares in the responsibility for adhering to and enforcing this policy. The

complete Tobacco Use Policy can be found on the Safety and Transportation [website](#) and Policy Library Op11.18.

8.8. General Policies

8.8.1. Use of Copyrighted Materials

Faculty members should be aware of both laws and ethical responsibilities that govern the use of copyrighted materials. Legal responsibility for the use of such materials rests with the individual faculty member who, consequently, should remain informed about current copyright law.

To secure the benefits of ownership to creators of intellectual property, the United States and other nations severely restrict the right to make copies of another person's work. Violation of copyright law carries substantial penalties that may extend to the University and to businesses such as copy shops. However, copyright law compliance is often difficult because of the complexity of the rules governing infringement, "fair use," and permissions.

In general, copyrightable expression is original authorship, fixed in a tangible medium. Among the types of work protected by copyright are literary productions, musical notation and recorded music, pictures and graphics, motion pictures and video footage, databases, web pages, and computer programs.

Faculty members should assume that all material is copyrighted unless its source states clearly that it is not. Under Section 107 of the Copyright Act of 1976, the doctrine of "fair use" permits some reproduction of copyrighted works for educational purposes without the permission of the copyright owner. This doctrine of "fair use" is subject to limitations. The law permits use of a portion of a work without the copyright owner's permission for purposes such as teaching, research, criticism, and comment. Four criteria must be considered when determining whether a faculty member is making "fair use" of a copyrighted work: (1) purpose; (2) the nature of the work; (3) the percentage of the work used; and (4) the effect of the use on the work's market value.

New technologies, especially those related to computers and computer networks, raise novel copyright issues. Under most circumstances, faculty members cannot transfer works from one medium to another without securing permission from the copyright holder. Because electronic information is volatile and easily reproduced, respect for the work and personal expression of others is especially critical in computer environments. Violations of authorial integrity, including plagiarism, invasion of privacy, unauthorized access, and trade secret and copyright violations, may be grounds for sanctions against members of the faculty (refer to Section 3-1.1.1).

Faculty members are required to secure permission for use that falls outside of the standards of "fair use" and educational use exemptions. Such permission must be in writing. Because computer software falls under copyright law, faculty members should be aware of specific licensing agreements that control particular programs. A program user should consult the license agreement to determine whether copying a particular program or data set is permissible.

Each faculty member is responsible for determining whether permission must be obtained before reproducing a copyrighted work. Duplication of computer software by University personnel is limited to that which is explicitly permitted by the software vendor.

Faculty members should not be deterred from using copyrighted work simply because they are uncertain about the law which applies to a particular use of such works. To prevent conflict between legal restrictions and effective teaching, Missouri State University provides a variety of information resources about copyright. Faculty members seeking general guidance for making decisions in this area may consult the documents *Reproduction of Copyrighted Works by Educators and Librarians*, (US Copyright Office website); *Report on Copyright and Digital Distance Education* (US Copyright Office website); or *Complete Copyright: An Everyday Guide for Librarians* (KF2995 .C57 2004), available in Meyer Library. Other sources for such information include:

- Librarians in Meyer Library can direct faculty members to resources that might answer particular questions.

Specifically, the Access Services Librarian at Meyer Library should be able to provide information.

- Guidelines for copyright and fair use policies may be found on websites for the Faculty Center for Teaching and Learning and for Missouri State Online / Online Faculty Support Services.
- The textbook buyers in the Missouri State Bookstore can provide useful advice and direction about using copyrighted material and can assist in securing permissions for printed materials.

Respect for intellectual labor and creativity is vital to academic discourse and enterprise. This principle applies to works of all authors and publishers in all media. It encompasses respect for the right to acknowledgment, right to privacy, and right to determine the form, manner, and terms of publication and distribution.

8.8.2. Sale of Faculty or Departmental Materials

Instructional materials prepared by ~~departments~~ academic units or faculty members for student use may be given to students but may not be sold, except through the University Bookstore or a commercial bookstore or print shop. No faculty member or ~~department~~ academic unit may profit financially from such sales though reasonable provisions for recovery of direct costs is allowed, and the faculty member or members involved must assume any liability resulting from copyright infringement associated with sales through commercial outlets. If members of the faculty prepare materials to be printed and sold in the University Bookstore, they must abide by the following principles:

1. Because copyrighted materials must not be included in such materials in any form without proper authorization and acknowledgment, the faculty member must certify either that no copyrighted materials have been included in the materials to be printed, or that appropriate arrangements with owner(s) of the copyright(s) have been made, and that an appropriate statement of credit has been included in the text for each portion of copyrighted material used therein. Finally, a copy of each arrangement for use of copyrighted material must be attached to the request for printing of said materials.
2. Because the Bookstore cannot recover the costs of printing such materials that remain unsold, the faculty member must provide certain information to the Bookstore in advance of the printing of such materials. The faculty member must specify the course for which the materials are to be printed, the number of students anticipated, whether the materials are required or recommended, and how the printing costs for unsold copies will be recovered by the Bookstore. The AUL must approve the request for printing.

Requests for the printing of faculty-prepared materials to be sold by the Missouri State University Bookstore must be made on a form available in the Missouri State University Bookstore.

9. RESEARCH

Research is an essential component of the University. Missouri State University encourages and facilitates faculty in establishing and maintaining Research programs.

9.1. Research Faculty in University Centers

The University has established units within and separate from academic units that are focused on specific areas of research, education and service activities. Generally, the work of these centers is conducted by faculty whose primary appointments are in academic units, as well as by dedicated professional and technical staff and students. There are centers, however, which may have faculty whose primary appointment is in the center and are designated as research faculty.

9.2. The Jordan Valley Innovation Center

The Jordan Valley Innovation Center (JVIC), along with efactory, has a statewide designation through Springfield Innovation, Inc. as a Missouri innovation center in addition to being part of Missouri State University. JVIC houses the Center for Applied Science and Engineering (CASE). JVIC reports to the Vice President for Community and Global Partnerships through the Associate Vice President for Economic Development and JVIC Director. JVIC provides product related research and development services in support of corporate affiliate projects. These business-oriented projects can provide new or enhanced research opportunities for faculty and supplement student educational backgrounds. The use of this technical expertise and infrastructure on corporate collaborative projects increases the competitiveness of Missouri-based corporations and affiliates in the world marketplace.

Faculty members participate on JVIC sponsored research projects through a JVIC Associate Faculty appointment. The appointments must be approved by the Associate Vice President for Economic Development and JVIC Director and the appropriate ~~Department Head~~AUL and Dean. Faculty members may also have access to the JVIC research facilities for their own purposes by writing a proposal and receiving approval for the proposed work from the Associate Vice President for Economic Development and JVIC Director. A third way to access the JVIC research support facilities would be through a grant approved by the JVIC Director that reimburses JVIC for equipment and facilities costs.

9.3. Extramural Support for Research and Other Sponsored Programs

Fulfillment of the University's mission requires the acquisition of financial support for research, education and service projects that cannot be fully supported with internal funds. While faculty and staff may be named as Principal Investigators (PI) or Project Directors (PD), the University is the actual recipient of the grant or contract and is legally responsible for assuring that a project is conducted in accordance with governmental regulations and sponsor's guidelines.

Faculty are to coordinate through the Office of Research Administration (ORA) all requests for external financial assistance for University Research, as well as educational and service activities. This requirement includes proposals to be submitted in hard copy or electronic format. Fellowship applications which involve funding that will be administered through the University also require coordination with ORA prior to submission.

Prior to submission, the Principal Investigator (PI) or Project Director (PD) is to obtain approval from all personnel named in the proposal, as well as their AULs, Deans or others whose resources are to be committed to the project. Where applicable, prior approval may be required from institutional committees responsible for assuring that projects are designed and conducted in accordance with federal government regulations. All proposals submitted for external financial assistance must be signed by an authorized representative of the University prior to submission.

Once a grant or contract is awarded, the PI/PD is primarily responsible for assuring that the administrative, financial and technical matters associated with a project are managed in accordance with the terms of the grant, as well as relevant governmental regulations, and University policies. The PI/PD is to work with the ORA to assure proper management of financial matters, and with the ORA on post-award administration including issuing of sub-awards, as well as seeking approval to changes in key aspects of grants/contracts.

The ORA (1) disseminates information about current funding opportunities for federal agencies, foundations, and other sources of support; (2) assists faculty in developing proposals and budgets; (3) assures that proposals are in compliance with government regulations and University policies, and are processed through the institutional review system prior to submission; and (4) assists faculty in implementing grants and contracts. The ORA also offers training programs to prepare faculty to be competitive in pursuing external financial support.

Faculty must comply with federal and other governmental regulations and University policies whenever externally or internally supported projects involve human subjects, vertebrate animals, bio-hazardous substances (including the use of recombinant DNA methods), and export-controlled information and materials. Compliance includes completion of required training programs, obtaining pre-approval from institutional committees, and performance of the research, educational or service projects in accordance with an approved protocol. On occasion, this approval may be required prior to proposal submission. The ORA assists these committees in implementing the relevant University policies. Information about the application and approval process for each of these areas can be found on the [Office of Research Administration](#) website.

9.4. Regulatory Guidelines for Research

Protection of a research environment for free and unfettered pursuit of knowledge is an important University responsibility. Restrictions on this freedom must be limited to those factors which are clearly essential to the protection of research subjects and the public at large.

There exist federal and state laws, regulations and guidelines in several areas which are designed for this purpose. In addition, the University community itself acts through its advisory committees and academic governance bodies to ensure that individual research and scholarly projects incorporate appropriate safeguards.

The University has policies and procedures that assure Research, as well as education and service projects where applicable, are conducted in compliance with governmental regulations with regards to animal care and use, bio-hazardous substances, export-controlled materials and information, and human participants. Applicable policies and procedures can be found on the Office of Research Administration (ORA) web site <http://ora.missouristate.edu> under University Policies. Faculty members are to understand that the policies related to animal care and use, biosafety, and export control also apply to educational projects, degree or course requirements, and service projects.

Faculty members planning to use live vertebrate animals, bio-hazardous substances, and human subjects in research projects regardless of the source of support must submit an application to the appropriate University compliance committee for review and approval prior to the start of the project, regardless of the source of funding. In some cases, external funding agencies require that certification of approval by these committees must accompany a proposal. Externally or internally supported projects will not be approved for expenditure of funds, unless the protocol has been approved by the applicable committee(s).

All personnel must be certified as having completed training on the federal regulations and University policy and procedures, as well as in topics related to the specific project and work environment before they can participate in these projects. Online training is generally available in all of these compliance areas through the ORA web site, but project and work environment specific training is to be provided by the PI/PD.

The University also has established a mechanism for persons to report actual or suspected violations of governmental

regulations and University policies and procedures related to the aforementioned compliance areas. The University views these "whistleblower" actions as an essential component of its role in monitoring activities to assure compliance with governmental regulations and the ethical standards to which all University personnel should strive.

9.4.1. Animal Care and Use

The use of animals in research, teaching, and outreach activities is subject to federal and state laws and regulations. The University has policies and procedures that assure activities will be conducted in an ethical manner in compliance with these governmental regulations. The Institutional Animal Care and Use Committee (IACUC) is responsible for implementing the applicable policy and procedures. Principal Investigators' (PIs) responsibilities include:

- understanding and adhering with applicable governmental regulations and University policy and procedures related to the use of animals;
- assuring the humane treatment of animals under their supervision; and assuring that all personnel involved in a project understand and comply with applicable governmental regulations and University policies;
- assuring that all personnel potentially exposed to animals and their tissues, fluids, and waste have completed required training and are enrolled in the University's Occupational Health and Safety Program before accessing the work environment.

Persons covered by this policy include faculty, staff and students working with live vertebrate animals, as well as visiting researchers, educators, and other bona fide volunteers involved in these activities. Students whose exposure to vertebrate animals is restricted to participation in academic courses and other educational activities are exempt from the policy. These students are to receive training in the care and use of animals from the activity supervisor.

9.4.2. Bio-Hazardous Substances

The University has policies and procedures to assure that activities related to the use of bio-hazardous substances are conducted in a manner that complies with federal and other governmental regulations. Bio-hazardous substances include chemicals, infectious agents, pharmaceuticals, recombinant DNA, genetically engineered organisms, and radioactive materials. In addition, there are specific regulations that address agents and toxins defined by federal regulations as being targets of potential terrorist activities. All individuals who work with hazardous substances must accept shared responsibility for operating in a safe manner once they have been informed (a) about the extent of risk and (b) about safe procedures that should be followed.

The Institutional Biosafety Committee (IBC) is responsible for implementing the applicable policy and procedures. Principal Investigators' responsibilities include:

- understanding and complying with governmental regulations, University policies and procedures that apply to the acquisition, labeling, use, storage, transport, spill response, and disposal of hazardous materials;
- assuring that other personnel accessing the work environment understand and comply with these regulations, policies and procedures, and general safety requirements applicable to a specific project and laboratory;
- posting warnings and restricting entry to work areas containing potentially hazardous materials;
- assuring that laboratory personnel have completed required training.

Assistance in ascertaining obligations under these laws and regulations may be obtained from the Director of Environmental Management in the Division of Administrative Services.

9.4.3. Export Control

U.S. export control laws apply to the University and its employees and students. The Office of Research Administration is responsible for implementing policies and procedures that assure that University activities are

conducted in accordance with export control laws. In most cases, University-based projects are not subject to the export control regulations because the work is considered as fundamental research, i.e., the work and its results will be made freely accessible through presentations at professional conferences or published in professional journals.

The following actions by a University employee fall within the export control laws:

- disseminating information about a project where such dissemination is controlled by a sponsoring agency or uses a partner organization's confidential information;
- sending or transporting materials, hardware, software (or related information) listed on the Department of Commerce's Control List or Department of State's U.S. Munitions List outside of the U.S.;
- conveying materials, hardware, software (or related information) listed on the Department of Commerce's Control List or Department of State's U.S. Munitions List to foreign nationals in this country;
- providing “defense services” such as technical assistance or training to foreign persons in the design or use of defense articles.

Faculty also should be sensitive to export control requirements when hosting visiting scientists from other nations. Before embarking on a project that may fall within the export control laws, faculty must review and comply with all Federal Export Control Regulations and the University policy (see the [Policy Library](#)). A faculty member who has any uncertainties about the restrictions should contact the Office of Research Administration for guidance.

9.4.4. Human Participants Protection

Research involving human participants may have physical, psychological and/or social risks, and so the University has a responsibility to safeguard participants' welfare. All research involving human participants in any way, regardless of the source of support funds, must be reviewed and approved by the Protection of Human Participants Institutional Review Board (IRB) before it is undertaken. Research undertaken by students with faculty supervision is included in this policy.

The University is committed to the ethical standards for the use of human participants in research as described in the National Commission for the Protection of Human Participants of Biomedical and Behavioral Research, The Belmont Report: Ethical Principles and Guidelines for the Protection of Human Participants of Research (which discusses expectations for respect for persons, beneficence, and justice) and as required under federal regulations. The Institutional Review Board for the Protection of Human Participants (IRB) is responsible for implementing the University policy and procedures. In accordance with federal regulations, research with human subjects is defined as systematic investigation, including research development, testing and evaluation, designed to develop or contribute to generalizable knowledge. Principal Investigators' responsibilities include:

- understanding and complying with federal regulations and University policies and procedures regarding the ethical treatment of human participants;
- assuring that other personnel involved in a project understand and comply with these regulations and policies; and assuring that all individuals involved in the design of a research project, as well as the collection and analysis of data have completed training on human participant protection.

This training may include federal regulations and University policies and procedures related to the Health Insurance Portability and Accountability Act (HIPAA) when the research involves individually identifiable health information.

9.5. Whistleblower Protection Policy

The University expects faculty, staff and students to conduct activities related to the aforementioned compliance areas in a manner that is consistent with applicable governmental regulations and University policies. The University provides various mechanisms to assist and encourage persons to come forward in good faith with reports or concerns

about suspected compliance issues. Diligent efforts will be made to protect the complainant from retaliation for the person's activities in cooperation with, or initiation of, an inquiry or investigation, provided the complaint is not undertaken in bad faith. Procedures for reporting concerns can be found on the ORA web site under Compliance Information/ Policies and also in the Policy Library. The University [also provides an Ethics Hotline](#) that allows anonymous telephone or on-line reporting of ethics violations. The Ethics Hotline site is maintained by an independent third party.

9.6. Copyright/Patent Policy

In the course of conducting Research, faculty may invent or develop products that warrant patent or copyright protection because of their commercial potential. The ownership of intellectual property created by faculty members is determined by the [University's Intellectual Property Policy](#). Faculty members should consult this policy to determine particular circumstances that may apply to ownership of intellectual property which they have created. The Intellectual Property Policy is included in the Faculty Handbook as Appendix A. The policy will not be changed by the University except through the procedures specified for the amendment of the Faculty Handbook, Section 15.2.

10. OUTSIDE ACTIVITIES AND CONFLICT OF INTEREST

10.1. Outside Activities

10.1.1. Introduction

This policy on outside activities applies to all faculty members, including all academic administrators who hold faculty rank. The professional capabilities of University faculty members allow them to make significant contributions to the larger society of which Missouri State University is a part. The University encourages faculty members to participate in activities beyond the campus community. Such involvement may not only benefit society, but may also enhance the prestige and visible contribution of the University. However, employees may not compete with the University or convert business opportunities of the University to their personal gain or advantage or to the gain or advantage of another.

When hiring a person to a full-time position, the University presumes that it has engaged the individual for teaching, and for professional and other University-related activities. Outside activities must therefore be clearly subordinate to and must not interfere with the individual's Teaching, Research, and Service obligations to the University.

A faculty member must reimburse the University for the full value of any material University resource used in any outside activity.

An Academic Unit Leader or other administrator may request that a faculty member participate in a specific outside activity not normally associated with the position of the faculty member. However, no faculty member shall be coerced (overtly or covertly) into using the faculty member's professional competence beyond the normal responsibilities as a teacher or scholar. No faculty member shall be penalized in any way for refusal to participate in a specific outside activity. However, some positions may specify as a condition of their employment the maintenance of certain professional credentials, which may require outside activities, e.g. clinical practice, to meet those credential requirements.

10.1.2. Remunerated Outside Activities

University policy permits faculty members to engage in remunerated outside activities that are related to their professional interests and development, provided those activities:

- do not interfere with regular University duties and do not involve, on average, more than one work day per week during periods when the University is employing the individual on a full-time basis;
- do not utilize University materials, facilities or resources except as specifically authorized by the appropriate AUL and Dean;
- do not compete with the work of the University, and are not otherwise contrary to the best interest of the University;
- do not violate federal or state law;
- do not represent a conflict of interest (Section 10.2) or violate other policies of the University;
- do not convert confidential information or trade secrets of the University to their personal gain or advantage or to the gain or advantage of others; and
- do not entail a reduction in workload.

Consulting, in some instances, may also constitute a business interest requiring disclosure and approval when the entity for which the employee consults also transacts business with the University or is in competition with the University, or where the consultation itself competes with the work of the University.

Because Missouri State University faculty members are hired primarily to teach, outside teaching by full-time faculty members at other institutions of higher education during periods when the University is employing the individual on a full-time basis is not permissible but may be allowed in exceptional circumstances with the knowledge of and written consent of the AUL, Dean, and Provost.

During periods when the University is not employing the individual on a full-time basis (for example, during the summer session and the intersession periods for a faculty member on a standard academic-year contract), a faculty member may engage in any lawful outside activity, including teaching for another institution, provided that activity:

- does not utilize University materials, facilities or resources except as specifically authorized by the appropriate AUL and Dean; or
- does not represent a conflict of interest (Section 10.2) or violate other policies of the University; or
- does not convert confidential information or trade secrets of the University to the faculty member's personal gain or advantage or to the gain or advantage of others.

If a faculty member accepts supplemental compensation from Missouri State University for teaching or for performing another compensated University-related activity during a period when the University is not otherwise employing the individual on a full-time basis, remunerated outside activities combined with Missouri State University responsibilities must not exceed the equivalent of a full-time work load.

10.1.3. Procedures for Reporting Remunerated Outside Activities

Except during the time period, such as summer, during which a full-time faculty member is not under contract to the University (unless the faculty member has agreed to accept supplemental compensation for summer teaching at Missouri State University or for another compensated University-related summer activity), a faculty member who engages in remunerated outside activities must report such activity and obtain approval from the AUL prior to the commencement of the activity. The AUL will determine whether the activity will interfere with the faculty member's performance of duties at the University or constitute a conflict of interest (Section 10.2). The AUL must identify the specific nature and extent of the faculty member's diminished effectiveness or the conflict of interest. If an agreement cannot be reached, the matter will be taken to the college Dean who will attempt to reach a resolution satisfactory to both the individual and the administration. If resolution is not possible at the college level, the Provost will make a determination.

Each faculty member shall complete an annual Report of Outside Activities and Conflict of Interest administered by the Office of Internal Audit and Risk Management. This report, indicating the nature of all remunerated outside activities performed during the contract period and the amount of time engaged in each of these activities will be collected and aggregated by the Office of Internal Audit and Risk Management and will be shared with the AUL for review. The AUL will meet with faculty members to review areas of concern related to remunerated outside activity, determine what if any action should be taken, and provide a summary report to the Director of Internal Audit and Risk Management. The Director of Internal Audit and Risk Management will aggregate the AUL reviews for each academic college and distribute them to the Deans who will review and respond. The Director of Internal Audit and Risk Management will share the aggregated AUL and Dean responses with the Provost, who will review them prior to forwarding them to the President.

10.1.4. Non-Remunerated Professional Activities

Faculty members are encouraged to contribute their professional expertise for the advancement of their academic discipline and/or for the benefit of society in general. Such non-remunerated professional activities may be considered favorably in tenure and promotion decisions. Therefore, faculty members should report all such non-remunerated professional activities as part of the annual performance review, regardless of when they occur during the calendar year.

10.1.5. Other Non-Remunerated Outside Activities (Volunteerism)

Consistent with its mission in Public Affairs, Missouri State University encourages its employees to participate in voluntary activities that benefit our community and society at large. However, the choice whether or not to participate in any particular volunteer activity, or none at all, rests solely with the individual employee.

In an attempt to document its positive impact on the community, the University may request that faculty members report the extent of their involvement in volunteer activities. However, such reporting is entirely voluntary, and no faculty member shall be required to report any such activity, nor shall any faculty member suffer any negative repercussions for declining to report such activities.

Faculty members are expected to limit the total extent of their volunteer activities so that they do not interfere with regular University duties. However, such potential interference shall be monitored through job performance rather than through any type of requirement to disclose the nature or extent of volunteer activities.

10.2. Conflict of Interest

All members of the Board of Governors and University employees are expected to understand and abide by Missouri Statutory requirements for conflicts of interest and to avoid situations which may have the appearance of a conflict of interest. See G1.02 [Conflict of Interest and Financial Disclosures](#).

The purpose of this governing policy is to set forth the applicable provisions of law and assist a faculty member in avoiding improper outside influences in institutionally-related decisions and activities, or use the faculty member's position or the property of the University for personal, financial, or political gain. A conflict of interest occurs when any faculty member engages in those economic activities that are prohibited in Chapter 10 or when a faculty member maintains an interest or relationship that prevents the faculty member from exercising independent judgment in the best interests of the University.

Each faculty member shall complete an annual Report of Outside Activities and Conflict of Interest administered by the Office of Internal Audit and Risk Management. This report, indicating the nature of all remunerated outside activities (See 10.1 above) as well as areas of potential conflict will be collected and aggregated by the Office of Internal Audit and Risk Management and will be shared with the AUL for review. The AUL will meet with faculty members to review areas of concern related to conflict of interest, determine what if any action should be taken, and provide a summary report to the Director of Internal Audit and Risk Management. The Director of Internal Audit and Risk Management will aggregate the AUL reviews for each academic college and distribute them to the Deans who will review and respond. The Director of Internal Audit and Risk Management will share the aggregated AUL and Dean responses with the Provost, who will review them prior to forwarding them to the President.

Between reporting periods, a faculty member must disclose to the Academic Unit Leader all relevant facts related to activities which might involve a conflict of interest. Likewise, when seeking external support for a project, faculty must disclose actual or potential conflict of interest.

10.2.1. Economic Involvement

The following policy statements have been derived from Missouri Statutes and govern the conduct of all University employees:

- No employee shall keep for sale or be interested in, directly or indirectly, the sale of any furniture or apparatus, books, maps, charts, or stationery used by the University.
- No employee shall be interested in, directly or indirectly, any contract or purchase for building or repairing

any structure, or for fencing or ornamenting the grounds, or furnishing any supplies or materials for the use of the University.

- No employee of the University, acting on the employee's own behalf or as a representative for an external agency, shall use University facilities to display or promote for sale to third parties any personal or represented material.

Faculty members are not permitted to receive royalties for the sale of their materials to Missouri State University students. In those cases where it is desired to utilize books, plays, compositions, and other works of faculty members, the faculty member will be required to renounce the royalty rights on all sales to Missouri State University students. The faculty member is responsible for making the appropriate arrangements with the Missouri State University Bookstore so that the faculty member is not in violation of the state statute.

10.3. Free Expression and Political Activities

A faculty member at Missouri State University possesses the same constitutional right to free expression as any private American citizen. However, a faculty member should not purport to be a spokesperson for the University unless designated as such by the Provost.

Missouri State University faculty members may engage in political activities/affiliations as long as those activities do not interfere with fulfillment of their professional responsibilities to the University. A faculty member may request a leave without pay for such activities as an election campaign or term of elective office. Application for such a leave must be received by the AUL on or before April 1 preceding the beginning of the academic year in which the leave is to be taken. The AUL's written recommendation must accompany the faculty member's application prior to a decision by the college Dean. The leave of absence may last no longer than one academic year.

A leave of absence related to political activity will be subject in all other determinations to the regulations affecting any leave without pay. The conditions for each individual leave will be specified in writing by the college Dean, and a copy of those conditions will be given to the faculty member. These conditions will not be used to adversely affect the tenure status of a tenured faculty member. However, the time encumbered by a leave without pay will not be counted toward the attainment of tenure.

11. ACADEMIC ADMINISTRATION POLICIES

11.1. Evaluation of Academic Administrators

All academic administrators shall be evaluated annually. This includes the Provost, the Deputy Provost, the Associate Provosts, Deans, Associate Deans, academic Department Heads, and School Directors. Each evaluation will be conducted by the individual's immediate supervisor and will be based upon the particular responsibilities of the administrative assignment. In all cases, the review of any administrator shall include input (which may include survey results) from faculty in the administrator's unit (e.g., College) and from others who are supervised by the administrator.

11.2. Recall of Academic Administrators

Many academic administrators hold faculty rank and, in most instances, tenure as a faculty member. It is understood that no academic administrator holds tenure as an administrator.

Any administrator has the prerogative of initiating the replacement or recall of any subordinate administrator.

Any administrator or faculty member may petition an appropriate superior administrator for the replacement or recall of any other superior administrator.

An Academic Unit Leader is in a unique administrative position in that the head is selected by and is responsible to both an academic unit faculty and other University administrators—College Dean, Provost, and President. Therefore, it is appropriate that the faculty should have access to a process for the recall of that AUL.

Faculty members may petition their college Dean for the replacement or recall of their AUL. The college Dean has the option of trying to resolve the problems stated in the petition by meeting with the AUL, the petitioners, and other tenured faculty members from the academic unit who wish to be involved. If the problems cannot be resolved and if, in the judgment of the college Dean, the concerns expressed in the petition are serious enough to warrant investigation, the Dean will initiate an inquiry. The AUL and all academic unit faculty shall be informed of the petition and of the inquiry. After completion of the inquiry, the college Dean shall inform the AUL, the academic unit faculty, and the Provost of the Dean's findings and recommendations. The Provost, in turn, will present the Provost's own findings and recommendations to the President.

Final determination regarding the recall of any administrator rests with the President. A recalled administrator may be reassigned duties for the remainder of the administrator's appointment term.

11.3. Retreat Rights of Administrators

Any tenured faculty member who assumes an administrative position or a professional staff position has the right to return to the academic unit of the faculty member's academic discipline whether or not a position is open.

However, the services of that individual may be utilized outside the academic unit through other assignments. In such a case, that individual may be assigned other duties, such as teaching, research, service, and/or administrative responsibilities, depending upon the needs of the University and the expertise of the faculty member. However, the faculty member's tenured status shall not be affected despite such assignments.

An administrator who has the academic credentials for faculty rank but who has not been awarded tenure or who has not gone through the selection process for academic unit faculty does not have the right to assume a faculty position in an academic unit unless the individual is endorsed by the academic unit faculty and by the appropriate academic administrators. The salary of the administrator after return to a faculty position will be determined by the individual's appointment and posted policies in the [Policy Library](#).

11.4. Absences of Department Heads, School Directors, and Deans

When it is necessary for a Department Head or School Director to be absent, the head or director should notify the appropriate college Dean of the circumstances concerning the absence and the arrangements that have been made for the operations of the academic unit. Academic Deans are expected to notify the Provost when they find it necessary to be absent. A leave-accounting form for Academic Administrators must be completed by the administrator when requesting paid vacation and sick leave benefits. The form must contain the appropriate supervisory approval and be submitted to the Office of the Provost.

11.5. Administrative Leave

All academic Department Heads and School Directors, all academic Deans, and the faculty members of the ~~President's Cabinet~~~~Administrative Council~~ are eligible to apply for administrative leave. Applications must be made through the Office of the Provost prior to November 1 of the year preceding the beginning of the period for which the leave is requested.

Administrative leave may be requested for any time in the year but ordinarily would be requested during the summer months, from mid-May to mid-August.

Initial eligibility for requesting an administrative leave is established upon completion of not less than three full calendar years of service with the University in an eligible administrative position, beginning with the effective date of appointment to the eligible administrative position and extending to the opening day of the proposed leave period.

The initial leave consists of not more than 60 calendar days.

Eligible administrators may elect to request subsequent administrative leaves according to these options:

- For the third summer following the last leave taken, an administrative leave consisting of not more than 60 calendar days.
- For the fourth summer following the last leave taken, an administrative leave consisting of not more than 90 calendar days.

The administrative leave is not an automatic right; it must be applied for by the administrator. If the project the administrator wishes to pursue is approved, then the administrator would be granted the administrative leave in accordance with the terms of the request. It is understood that the project must be something beneficial both to the person and to the University. Primarily the project would be for research or study in one's own academic or administrative field and may include travel if related to the research or study. Proposals to obtain an advanced degree will not be approved. A board of review will study the proposed projects and advise the Provost. The Provost has sole discretion in approving or disapproving all applications for administrative leave.

The Provost's decision to approve or disapprove the application will be guided by the recommendation of the board of review and by the Provost's assessment of the ability of the University to maintain its level of efficiency in the operation of functions for which the administrator is responsible.

When a change in salary status occurs for the administrator during the period of approved leave, the administrator will receive the benefit of leave pay commencing at the new rate on the day of the increase the same as if the leave had not been granted. Changes in salary will not be affected by administrative leave.

A requirement of the administrative leave is that the applicant commits to returning to employment with the University for a period of not less than one calendar year from the last day of the leave period. Within 30 calendar days after the administrative leave, the administrator will submit to the Provost a report of the activities conducted while on leave.

11.6. Special Leave for Administrators

An administrator who is a member of the ranked faculty and who in the opinion of the Provost deserves a special leave for a specific purpose not contained in this Section or other portions of the Faculty Handbook may be granted a special leave with or without pay. Final approval must be granted by the President and the Board of Governors.

The administrator is obligated to return to employment with the University for a period of not less than one calendar year from the last day of a paid leave. Within 30 calendar days after the leave, the administrator will submit to the Provost a report of activities conducted while on leave.

12. FACULTY GRIEVANCES: ACADEMIC PERSONNEL GRIEVANCE PROCESS (APGP)

12.1. Overview

This section describes the Academic Personnel Grievance Process (APGP), the formal process for reviewing allegations by faculty members against administrators for a variety of offenses. Appeals of annual reviews and of reappointment, tenure, and promotion recommendations or decisions that are based on judgment of merit are described in Section 4.6. Processes to review grievances by administrators against faculty are described in Section 13. In all cases, efforts to reach a resolution should be made through informal negotiations, and the formal proceedings described here should only commence once those efforts have been exhausted.

12.2. Grievance

12.2.1. Basis for Grievance

Where it is alleged that there has been a failure to follow procedures set forth in the Faculty Handbook, that Constitutional rights, statutory rights, or academic freedom have been abridged, or that a sustained pattern of unfair treatment or a significant arbitrary and capricious action has occurred, a faculty member has a right to file a grievance with the Academic Personnel Review Commission (APRC). A grievance based on (1) discrimination or harassment based on protected status, or (2) annual performance evaluation rating disputes, or (3) tenure and/or promotion recommendations or decisions should follow its own internal review process.

12.2.2. Informal Resolution

Prior to invoking the Academic Personnel Grievance Process (APGP), the faculty member should demonstrate a reasonable attempt to resolve the dispute. The use of mediators (impartial third parties) or alternative dispute resolution should be considered. To support this effort, faculty should consider consulting with The Center for Dispute Resolution, which can provide mediators or alternative dispute resolution options. The individual alleging a grievance must inform the Academic Personnel Review Commission (APRC, Section 12.3) about the grievance and attempts at informal resolution. The APRC is responsible for maintaining a record of allegations and responses, and may participate in the resolution attempts. The APRC must also inform the Provost or designee that such resolution attempts are starting, and the Associate Provost may participate in informal resolution attempts at the request of the faculty member, APRC, or grievance respondent.

12.2.3. Retaliation Prohibited

In no way shall an employee's status with the university be adversely affected because the employee utilizes these procedures.

12.3. Academic Personnel Review Commission (APRC)

The Academic Personnel Review Commission (APRC) serves as a neutral body in facilitating the resolution of University-related grievances filed by (this chapter) or against (following chapter) a faculty member. Specific duties of the APRC include responsibilities to (the APRC duties shown marked with asterisks (*) also apply to the Professional Practices Review Process (Chapter 13):

- *facilitate the informal resolution of University-related grievances;
- *maintain records of allegations and responses;
- determine if a faculty member has made a prima facie case (that is, a case with potentially sufficient evidence)

that may proceed to a University Hearing Panel (UHP) utilizing APGP;

- *empanel a UHP, and, when necessary to ensure fairness and due process, dismiss a member or reconstitute a UHP;
- *grant time extensions at the request of the faculty member or administration when there is reasonable cause (e.g., individuals not available due to travel or illness, difficulties in assembling needed documentation in the allotted time).

Decisions made by the APRC must be supported by a majority of the commissioners. The APRC must inform the Provost or designee of its activities, but is not required to include the Provost or designee in its discussions.

12.3.1. APRC Composition

The APRC shall be composed of three commissioners (two faculty members and one administrator). Commissioners serve 3-year staggered terms. One commissioner shall be appointed by the Provost and shall be a tenured, ranked faculty member currently serving as an academic administrator. One commissioner shall be selected by the Faculty Senate Judicial Review Committee and shall be a tenured, ranked faculty member. The third commissioner shall be a tenured or clinical faculty member appointed by joint agreement of the Provost and the Faculty Senate Judicial Review Committee. The three APRC members shall elect their own chairperson. Commissioners may be reappointed. They shall be afforded such relief from their other responsibilities as will enable them to discharge their duties as specified in the Faculty Handbook.

12.3.2. Recusal of Commissioner

A commissioner shall recuse themselves if the commissioner had a decision-making role in the actions complained of or if the commissioner is a party against whom a grievance is brought or in other situations that could involve bias. A faculty member or administrator may request that a commissioner be recused from a specific case by petitioning the body that appointed the commissioner (i.e., the Provost or Faculty Senate Judicial Review Committee). The request should contain a compelling rationale for the recusal. A commissioner may recuse for reasons of illness or other good causes. If an APRC commissioner is recused on a single case, a commissioner pro tempore may be appointed to serve on this case; a faculty member commissioner shall be replaced with a faculty member chosen by the Faculty Senate Judicial Review Committee and an administrator shall be replaced with an administrator selected by the Provost.

12.3.3. APRC Annual Report to Faculty Senate

The APRC shall make an annual report to Faculty Senate during the first fall meeting, specifying the total number of cases filed in the previous 12 months, the types of cases (e.g., termination of employment, denial of academic freedom of speech, etc.), whether or not there was a prima facie case and whether the grievance was resolved.

12.3.4. Confidentiality

All commissioners shall maintain confidentiality throughout the APGP process. Commissioners may state whether there was a prima facie case and whether or not the grievance has been resolved and in whose favor, but should not discuss the details of the case with individuals who are not directly involved in the grievance or its resolution.

12.3.5. Determination of Prima Facie Case

If informal resolution is not reached, a faculty member may submit a written grievance to the Faculty Senate Office. Formal submission must occur on a University business day, i.e., not on a holiday or weekend day. Upon receipt of the written grievance in the Faculty Senate Office, the APRC is notified of such grievance. The task of the APRC is to first decide whether the grievance establishes a prima facie case. In making this determination, the APRC may interview the faculty member and other parties. Every effort should be made to determine whether a prima facie case

exists within ten business days of such filing. If the APRC decides that there is no prima facie case and therefore there is an insufficient basis for the grievance, the APRC shall provide written notification to the faculty member. The faculty member may appeal to the Provost or designee, who will review the case. If the Provost or designee upholds the determination of no prima facie case, the grievance process is exhausted and the case is resolved.

12.3.6. Notification to Parties Involved

If the APRC or the Provost or designee decides that the grievance establishes a prima facie case, the APRC shall provide written notification to the faculty member, the parties against whom the grievance was filed, and the Office of the Provost. All shall be provided with a written copy of the original grievance. The named parties against whom the grievance is brought shall file written responses with supporting documentation at the Faculty Senate Office within ten business days. Failure to respond within the time limit will be considered an admission of the facts in the grievance.

12.3.7. Attempt to Resolve Case

If the grievance is deemed to establish a prima facie case, the APRC shall meet one or more times with the faculty member and parties charged, separately or together, at the discretion of the APRC chairperson. The APRC shall attempt to resolve the dispute within 30 calendar days, but may extend the time at its discretion if expedient to resolution. An internal or external mediator may be used if all parties agree as to the usefulness of that process. The Center for Dispute Resolution can provide mediators or alternative dispute resolution options for this process. The University shall pay the cost to employ a mediator. If the parties reach a resolution through mediation, the case is resolved.

12.3.8. APRC Recommendations

If the parties fail to reach a resolution, the APRC shall produce a report divided into findings of fact and recommendations with supporting reasons. This report is given to the faculty member and the party against whom the grievance has been alleged and the Provost or designee. The faculty member and the party against whom the grievance has been alleged must inform the APRC in writing within five business days whether the party against whom the grievance has been alleged agrees to the recommendations. If both parties agree with the recommendations of the APRC, the case is resolved.

12.3.9. Right to Initiate Formal Review Process

If the case is not resolved after the APRC report has been disseminated, the faculty member may initiate the formal review process for APGP by filing written notification with the APRC in the Faculty Senate Office and sending a copy to the Provost's Office. Absent exceptional circumstances, notification must be filed within ten business days of the receipt of the APRC report or conclusion of mediation or the APRC report will stand.

12.4. Initiation of Formal Review (APGP)

Within 21 calendar days of receiving the faculty member's written notification, the APRC shall empanel a University Hearing Panel to conduct a hearing.

12.4.1. Composition of University Hearing Committee and Panels

12.4.1.1. University Hearing Committee

Thirty faculty members at the rank of associate professor, clinical associate professor, professor, clinical professor, or distinguished professor shall be elected by the Faculty Senate to serve three-year staggered terms as the University Hearing Committee (UHC). The Faculty Senate shall select one-third of the UHC membership annually in the regular February meeting of the Faculty Senate for service beginning in the next academic year. These faculty members shall

be nominated by their College Council, which shall send three names annually to the Faculty Senate Office by February 1st. At least four of the thirty faculty members shall be from each college. The Faculty Senate shall elect members from each college by plurality voting and two rounds of counting votes. The first count will elect the members with a plurality of votes to reach the minimum requirement of four faculty members per college. The second count, if needed, will elect the remaining members with a plurality of votes from all colleges until the annual one-third requirement of new members is obtained. Replacements, where necessary, shall be appointed by the Faculty Senate Executive Committee (FSEC) or filled by the Faculty Senate at the next annual appointment period; Replacements appointed by Faculty Senate Executive Committee serve until the next annual election. A faculty member who is elected to the UHC may be re-elected to successive terms.

12.4.1.2. University Hearing Panel

From the 30-member UHC, a five-member University Hearing Panel (UHP) shall be selected by the Faculty Senate Executive Committee and empaneled by the APRC as needed. The faculty member and the administrator may request to replace up to three of the selected panelists prior to the first meeting of the UHP.

An orientation of the University Hearing Committee shall be conducted by the APRC and General Counsel. UHP decisions must be supported by a majority of the panelists.

12.4.2. Documentary Evidence

All filings and all evidence collected by the APRC during its review shall be forwarded to the UHP for review. The administrator and faculty member may present any other written evidence to the UHP and supplement their filings. All such material shall also be presented to the other party(ies).

12.4.3. Prehearing Meetings

At the first UHP meeting, the UHP shall select a chairperson, review the written material, and review the procedures for conducting the hearing. The chairperson of the APRC shall attend this meeting. The UHP may also hold joint prehearing meetings with the parties in order to understand the basic underlying facts, simplify the issues, provide for the exchange of information, or to achieve other prehearing objectives to make the hearing fair, effective, and expeditious. The UHP may not interview witnesses at any prehearing meetings. Any additional written material submitted to or requested by the UHP will be shared with the parties.

12.4.4. Hearings

The formal hearing may involve one or more meetings at which witnesses may be examined. Each party shall provide the names of its witnesses to the other party and the UHP in advance of the hearing. The administration and the faculty member will each be allowed to present an opening statement without interruption and orally question the witnesses and parties. The UHP may also orally question the witnesses and parties. The administration and the faculty member may be represented by counsel, but counsel is not permitted to question the witnesses or parties. If the University is the only respondent, the President will designate a representative who will be allowed to present an opening statement and question the witnesses and parties. The Missouri Rules of Evidence need not be followed, but the UHP will base its finding on only reliable evidence. A verbatim record of the hearing will be taken and made available to the parties at the University's cost.

12.4.5. Burden of Proof

The faculty member must prove the case against the administration by a preponderance of the evidence.

12.4.6. Report

The UHP shall prepare a written report divided into findings of fact and recommendations with supporting reasons.

The report shall be presented to the Provost, the faculty member, and the administrator against whom the grievance was filed within five business days of the conclusion of the hearing. A minority report may also be prepared.

12.4.7. Time Period

The time between the empaneling of the UHP and the preparation of the UHP report shall be no longer than 60 calendar days unless there are exceptional circumstances. Extensions must be approved by the APRC.

12.5. Post-Hearing Procedure

12.5.1. Provost Review

The Provost shall accept the UHP findings of fact but is not required to accept the UHP recommendations of remedies. If the Provost determines that different remedies other than those recommended by the UHP should be initiated, said remedies shall be set forth in writing and presented to the faculty member within ten business days of the date of the UHP report. If the Provost is a party to the dispute, the President will fulfill this function.

12.5.2. Appeal Rights

If the remedies recommended by the UHP are not implemented by the Provost, the faculty member may prepare a written appeal to the President within ten business days of receiving the decision of the Provost. The President will rule on the appeal within 30 calendar days of its receipt and notify the faculty member of the results in writing.

12.5.3. Right of Appeal to the Board of Governors

When the UHP, Provost and President do not agree on the implementation of remedies, the faculty member shall have the right to appeal to the Board of Governors. The appeal must be filed within ten business days of the receipt of written notification regarding implementation of remedies from the President.

12.5.4. Information Provided to the Board of Governors

The Board of Governors reviews the case, including all documentation, written findings, and recommendations. The following reports must be forwarded to the Board of Governors for review:

1. Comments and Recommendations of the APRC,
2. Findings of Fact and Recommendations of the UHP, and
3. Recommendations of the Provost and President (or designee).

12.5.5. Board of Governors is Final Authority

The Board of Governors has discretion regarding hearings, presentations, and review. The decision of the Board of Governors shall be final.

12.6. Miscellaneous

12.6.1. APRC Authority

The APRC shall be available to advise the UHP on procedural issues, to ensure that the APGP process is followed, and to ensure that the parties receive due process. The UHP may receive legal advice from the Office of General Counsel.

12.6.2. Confidentiality

To the extent practical, the work of the APGP shall be confidential. All proceedings of the UHP shall be conducted in

private, and the UHP report shall be available only to the parties.

13. FACULTY DISCIPLINARY PROCESS AND SANCTIONS: PROFESSIONAL PRACTICES REVIEW PROCESS (PPRP)

13.1. Overview

This section describes the Professional Practices Review Process (PPRP), the formal process for reviewing allegations of a faculty member's misconduct or unprofessional behavior, and the range of sanctions, up to and including dismissal, that may be imposed. Allegations of sexual harassment against a faculty member that meet both the definitional and jurisdictional of Title IX are not subject to the PPRP; rather, they are subject to the grievance procedure set forth in [Op1.02-11 Title IX Sexual Harassment Grievance Procedure Policy](#). Processes to review grievances by faculty against administrators are described in Chapter 12. In all cases, efforts to reach a resolution should be made through informal negotiations, and the formal proceedings described here should only commence once those efforts have been exhausted.

13.2. Administrative Actions

13.2.1. Informal Resolution

Prior to invoking the Professional Practices Review Process (PPRP), the administrator(s) should demonstrate reasonable attempt to resolve the complaint about the faculty member through informal negotiation. The use of mediators (impartial third parties) or alternative dispute resolution should be considered, and the University will pay for the cost of the mediator. The Academic Personnel Review Commission (APRC) must be informed of the attempts at informal resolution and may participate in the resolution attempts. The APRC must also inform the Provost or designee that such resolution attempts are starting.

13.2.2. Major Sanctions

Major sanctions are adverse employment actions and include such penalties as dismissal, revocation of tenure, demotion of rank, involuntary reassignment to duties which substantially change the nature of the faculty member's responsibilities and suspension of employment without pay. Dismissal of a faculty member may only occur if the statutory reasons set forth in RSMo Section 174.150 are established (incompetence, neglect or refusal to perform duties, dishonesty, drunkenness, or immoral conduct – see also Section 14.5). Reassignment which occurs pursuant to Section 13.2.4 is not a University sanction.

With the exception of a sanction imposed on the basis of imminent threat (see Section 13.2.5), a major sanction on a faculty member may be imposed only after the formal review process set forth in the Professional Practices Review Process (PPRP) has occurred or after consent of the faculty member is obtained. The PPRP process must be used regardless of whether sanctions are being considered for a single faculty member or a group of faculty members. If multiple faculty members are involved, a separate PPRP must be used for each individual faculty member unless all parties agree that one PPRP be conducted.

13.2.3. Minor Sanctions

Minor sanctions are less serious actions and include such responses as formal warnings, letters of reprimand, and requests for formal written apologies. If the administration believes that the conduct of a faculty member justifies imposition of a minor sanction, it will notify the faculty member of the basis of the proposed sanction and provide the faculty member with an opportunity to persuade the administration that the proposed minor sanction should not be imposed.

The imposition of minor sanctions may occur without use of the PPRP; however, a faculty member who believes that

a major sanction has been imposed under this section, or that a minor sanction has been unjustly imposed, may file a grievance with the APRC (see Chapter 12).

13.2.4. Reassignments

13.2.4.1. Discretionary Reassignments within a Department/School

Department Heads and School Directors have the discretion to make assignment changes within their academic units, e.g., changes of program directors, program coordinators, or graduate directors. Such reassignments do not represent sanctions and are not subject to PPRP or APRC processes.

13.2.4.2. Reassignment with Consent

A faculty member may be removed from teaching assignments or reassigned to other University duties by the Provost if the faculty member consents to the reassignment. Reassignment may be offered to a faculty member as an alternative remedy as part of the PPRP. A memorandum of understanding (MOU) regarding the reassignment shall be drafted by the Provost and faculty member. The faculty member will have up to five business days to sign the MOU. Refusal to consent to a reassignment may not, in itself, be used as a condition or basis for sanctioning a faculty member.

13.2.4.3. Reassignment without Consent

A faculty member may be temporarily reassigned for up to one academic year by the Provost without the faculty member's consent in exceptional circumstances for the good of the University. The existence of the exceptional circumstances must be verified by the AUL, Dean, and Provost (all three must agree). A faculty member who believes they have been removed from the teaching assignments or reassigned improperly, and who is not involved in the PPRP, may file a grievance with the APRC.

13.2.5. Imminent Threat

If a faculty member poses an imminent threat, major sanctions can be imposed before the internal University informal and formal review processes have been initiated.

If there is probable cause to believe that the actions of a faculty member pose an imminent threat to the safety of a member of the University community, or if the faculty member has threatened destruction of University property and there is probable cause to believe the threat will be carried out, the Provost or President has the authority to suspend the faculty member from teaching or other assignments and/or ban the faculty member from using University property or services.

If a major sanction is imposed based on an imminent threat, the faculty member may initiate the Academic Personnel Grievance Process.

13.3. Initiation of Formal PPRP

The PPRP is initiated by an AUL, Dean, Provost, or President if the conduct of a faculty member is considered sufficiently grave to justify imposition of major sanctions and attempts at resolution by informal negotiations have been exhausted. After discussing the situation with the faculty member, the administrator institutes the PPRP by preparing a written complaint and providing it to the faculty member. Only the President of the University may institute the PPRP if a dismissal is a recommended sanction. If the President has initiated the PPRP, the President may designate a representative to fulfill the role of the administrator in the hearings. Exercising academic freedom of speech or political speech/ affiliation shall not be grounds for dismissal or imposition of major sanctions.

Although the PPRP may be initiated only by administrators, faculty or staff may present allegations of unprofessional

conduct against another faculty member to the faculty member's ~~Department Head~~AUL who should investigate and proceed appropriately. If the ~~Department Head~~AUL is unable to resolve the complaint, the person alleging the impropriety may take the matter to the Dean of the faculty member's college or the Provost or designee. If none of the three administrators ~~chooses~~choose to initiate the PPRP, the matter is considered resolved.

13.4. The Review Process

13.4.1. Informal Resolution

Continued attempts for resolution through informal negotiations can occur after a written complaint has been filed to initiate the PPRP. If the faculty member and administration come to an agreement resolving the issues, the PPRP shall be rescinded.

13.4.2. Formal Review

If a mutually agreeable resolution of the dispute has not been reached through informal review, the formal review process may be instituted by the Provost or President through written notification of the faculty member and the Academic Personnel Review Commission (APRC). Within 21 calendar days, the APRC shall empanel a five-member University Hearing Panel (UHP) as set forth in Section 12.4.1.2. The APRC shall be available to advise the UHP on procedural issues, to ensure that the PPRP process is followed, and to ensure that the faculty member receives due process before sanctions are imposed. The UHP may receive legal advice from the Office of General Counsel.

A faculty member may be removed from teaching assignments and reassigned to other University duties while the PPRP process is proceeding if the ~~Department Head~~AUL, Dean and Provost all agree. The faculty member shall continue to receive salary throughout the process, and it shall not be reduced because of the reassignment.

13.4.3. Documentary Evidence

The formal charges and all evidence utilized during the informal review shall be forwarded to the UHP for review. The administration and faculty member may present any other written evidence to the UHP, which shall also be presented to the other party.

13.4.4. Prehearing Meetings

At the first UHP meeting, the UHP shall select a chairperson, review the written material, and review the procedures for conducting the hearing. The chairperson of the APRC shall attend this meeting. The UHP may also hold joint prehearing meetings with the parties in order to understand the simple underlying facts, simplify the issues, effect stipulations of fact, provide for the exchange of information, or to achieve other prehearing objectives as will make the hearing fair, effective, and expeditious. The UHP may not interview witnesses at any prehearing meetings. Any additional written material submitted to or requested by the UHP will be shared with the parties.

13.4.5. Hearing

The formal hearing may involve one or more meetings at which witnesses may be questioned. Each party shall provide the names of its witnesses to the other party and the UHP in advance of the hearing. The administrator initiating the PPRP and the faculty member will each be allowed to present an opening statement without interruption and orally question the witnesses and parties. The UHP may also orally question the witnesses and parties. The administrator and the faculty member may be represented by counsel, but counsel shall not be permitted to question the witnesses or parties. The Missouri Rules of Evidence need not be followed, but the UHP will base its finding on only reliable evidence. A verbatim record of the hearing will be taken and made available to the parties at the University's cost.

13.4.6. Burden of Proof

The administration must prove its case against the faculty member by a preponderance of the evidence.

13.4.7. Confidentiality

To the extent practical, the informal and formal PPRP shall be confidential. All proceedings of the UHP shall be conducted in private, and the UHP report shall be available only to the parties to the grievance, those involved in the process, and those acting on any appeal.

13.4.8. Report

The UHP shall prepare a written report divided into findings of fact and recommendations with supporting reasons which shall be presented to the Provost and the faculty member within five business days of the conclusion of the hearing. A minority report also may be prepared.

13.4.9. Time Period

The time between the empaneling of the UHP and the preparation of the UHP report shall be no longer than 60 calendar days unless there are exceptional circumstances. Extensions must be approved by the APRC.

13.5. Post-Hearing Procedure

13.5.1. Provost Review

The Provost shall accept the UHP findings of fact, but is not required to accept the UHP recommendations or sanctions. If the Provost imposes different sanctions on a faculty member than recommended by the UHP, said sanctions shall be set forth in writing and presented to the faculty member within ten business days of the date of the UHP report. If the Provost is a party to the dispute, the President or designee will fulfill this function.

13.5.2. Appeal Rights

If major sanctions are imposed by the Provost on a faculty member, the faculty member may prepare a written appeal to the President within ten business days of receiving the decision of the Provost. The President will rule on the appeal within 30 calendar days of its receipt and notify the faculty member of the results in writing.

13.5.3. Right to Appeal to the Board of Governors

When the UHP, Provost, and President do not agree on the sanctions, the faculty member shall have the right to appeal to the Board of Governors. If the sanction is dismissal, the decision may always be appealed to the Board of Governors. The appeal must be filed within ten business days of the receipt of written notification regarding implementation of sanctions from the President.

13.5.4. Information Provided to the Board of Governors

The Board of Governors reviews the case, including all documentation, written findings, and recommendations. The following reports must be forwarded to the Board of Governors for review:

1. Comments and Recommendations of the APRC,
2. Findings of Fact and Recommendations of the UHP; and
3. Recommendations of the Provost and President (or designees).

13.5.5. Board of Governors Is Final Authority

The Board of Governors has discretion regarding hearings, presentations, and review. The decision of the Board of Governors shall be final.

14. SEPARATION FROM EMPLOYMENT

14.1. Resignation

Faculty members should only terminate their appointments effective at the end of an academic year and should give notice in writing at the earliest possible opportunity, but no later than May 15 or 30 calendar days after receiving notification of the terms of appointment for the coming year, whichever date occurs later. Faculty members may properly request a waiver of this requirement of notice in case of hardship or in a situation where they would otherwise be denied substantial professional advancement or other opportunity.

14.2. Retirement

The University complies with the Age Discrimination and Employment Act. Amendments to this federal law have removed mandatory retirement based on age.

Generally, there are two times during an academic year when faculty members can retire: (a) at the end of the spring semester, or (b) at the end of the fall semester. Academic administrators (i.e., deans, academic unit leaders, etc.), and select faculty members, are on 12-month appointments which generally end each June 30th. Such administrators and 12-month-faculty who decide to retire usually retire at the end of the 12-month appointment period, i.e., July 1st. However, there are other retirement date possibilities for academic administrators and they should contact the Office of Human Resources as soon as possible after deciding to retire so that relevant information about retirement dates can be explained and discussed. Because academic administrators earn vacation and paid sick leave while serving in their 12-month positions, the procedures described for university employees (see MSU Employee's Handbook) governing payment of vacation and sick leave at retirement apply to academic administrators with some modifications. Please see the Human Resources (HR) web site and/or contact a representative from Human Resources for detailed information on the retirement process.

Benefits for retired faculty are outlined in 6.3.5 and 6.3.6.

14.3. Teaching for Missouri State University after Retirement

From time to time, the University may offer individual retired faculty members the opportunity to teach one or more courses after retirement. For retired faculty members who have been granted emeritus status, the compensation for such teaching would be no less than 2.5 percent per credit hour of the average salary for the retiree's rank during the retiree's last year of employment at the University, and—for those earning above the rank average at time of retirement—no more than 2.5 percent per credit hour of their final nine-month faculty salary. If a retired emeritus faculty member wishes to teach a course that does not meet minimum enrollment guidelines, the administrator and faculty member may negotiate for a salary rate that is less than 2.5 percent per credit hour of the average salary for the retiree's rank during the retiree's last year of employment at the University. For retired faculty members who have not been granted emeritus status, compensation for teaching after retirement shall be at the regular per course rate.

A retired faculty member who teaches part-time for Missouri State University after retirement will continue to receive retirement benefits. The retiree must not work more than the equivalent of half-time employment. The teaching load would ordinarily be up to six hours per semester; special permission may be granted by the Provost for a retired faculty-member to teach more than six hours during a given semester, but no more than 12 hours during the academic year. The retiree should contact the Social Security Administration with any questions regarding earning limitations.

A retired faculty member or retired administrator with faculty status may be employed on a part-time, temporary, hourly basis for no more than 1,000 hours in a 12-month period.

14.4. Notice of Non-Reappointment of Tenure-Track Faculty

Policies regarding notice of non-reappointment of ranked faculty during the probationary period may be found in Section 4.6.3.

14.5. Dismissal

The following Missouri statutes provide the basis for the University's policy for dismissing tenured faculty members or for dismissing untenured faculty members prior to the expiration of a term appointment:

174.140. - Each Board of Governors may appoint and remove the President or any Professor or teacher in any state college in its district; may fix the duration, terms and conditions of their offices and compensation; may enter into agreements for and make contributions to both voluntary and statutory retirement plans for the President, Professors and teachers; and under rules adopted by the board, may extend the provisions of the workmen's compensation law to all employees thereof. Dismissal must be in accord with all applicable laws, including RsMo174.140.

(RSMo 1939 Sec. 10765, A.L. 1947 V.II. p 382, A. L. 1979 p.288)

Prior revisions: 1929, Sec. 9608; 1919, Sec. 11503; 1909, Sec. 11074 174.150.

1. No President, Professor or teacher shall be removed except for incompetency, neglect or refusal to perform duties, dishonesty, drunkenness or immoral conduct; nor shall such President, Professor or teacher be removed until after ten days' notice, in writing, stating the nature and cause of removal; and the person shall have an opportunity to make a defense before the board by counsel or otherwise; and be allowed to introduce testimony which shall be heard and determined by the board.
2. In every case of suspension or expulsion by the faculty the person suspended or expelled shall be allowed an appeal to the board from the decision of the faculty, and the board shall prescribe the manner and mode of proceeding in the matter of such appeal; but the decision of the board upon such appeal shall be final.
(RSMo 1939, Sec. 10766)

Prior revisions: 1929, Sec 9609; 1919, Sec 11504; 1909, Sec 11075

When, in the view of the President of the University, there are substantive grounds under the law for the dismissal of a faculty member previous to the expiration of a term appointment, the President or a delegate of the President will frame with reasonable particularity a statement of charges. This step will be taken only when less drastic courses of action do not produce, or promise to produce, a remedy. Those less drastic courses of action may include but not be limited to the following: (1) discussions between the faculty member and appropriate administrative officers, and (2) informal inquiry by the Academic Personnel Review Commission which may, failing to effect an adjustment, determine whether in its opinion dismissal proceedings should be undertaken, without its opinion being binding upon the President.

14.5.1. Dismissal Procedures

The President of the University will initiate formal dismissal proceedings by addressing a written communication to the faculty member informing the faculty member of the statement of charges and that the faculty member will be dismissed as of a date specified in the written communication, but in no case less than 30 business days from the date of delivery of the communication. The faculty member will also be notified by the President that the faculty member may file a formal grievance within 15 business days from the date of the delivery of the communication. If a grievance is filed, it will follow the APGP process. If no grievance is filed, the dismissal will take effect as indicated in the written communication specified above.

Pending final decision of termination under Section 14.5.1 the faculty member will be suspended, or assigned to other duties in lieu of suspension, only if immediate harm to the faculty member or others is threatened by continuance. Before suspending a faculty member, pending an ultimate determination of the faculty member's status through the grievance process, the administration will consult with the Faculty Senate Executive Committee concerning the propriety, the length, and the other conditions of the suspension. Salary will continue during the period of the suspension. The faculty member may request review by the Board of Governors of the dismissal, as provided in Section 174.150, RSMo

14.5.2. Dismissal for Job Abandonment

The President of the University may initiate formal dismissal proceedings, under this section in situations where, without administrative approval, a faculty member has engaged in a pattern of behavior by failing to perform assigned University duties by being absent from University classes, ~~department-program/department/school~~ meetings or other required activities, to the extent that the faculty member may reasonably be deemed to have abandoned assigned job duties. Such proceedings will begin by informing the faculty member that the University considers the faculty member in abandonment of job duties, and that the faculty member will be dismissed as of a date specified in the written communication, but in no case less than ten calendar days from the date of delivery of the communication. The faculty member will also be notified by the President that the faculty member may file a formal grievance within 5 business days from the date of the delivery of the communication. If a grievance is filed, it will follow the APGP process, and the faculty member will continue to receive full salary and employee benefits during the conduct of the APGP process. If no grievance is filed, the dismissal will take effect as indicated in the written communication specified above. For purposes of clarity, termination under this section shall be limited to those situations where a faculty member has not been physically present to perform duties for the University, and this absence is unplanned, not excused, and disruptive to the University. Scheduled absences or arranged hiatus from University duties will not rise to the level of dismissal under this section.

14.6. Check-Out Procedures for Faculty Members Leaving the Employ of the University

All faculty members leaving the employ of the University must complete a property clearance form which is available from the Office of Human Resources. A copy of this form is required by the Payroll Office before final paychecks are issued.

14.7. Reduction in Force ~~De~~due to Financial Exigency

14.7.1. Preliminary Considerations

Declaration of the existence of a financial exigency is the responsibility of the Board of Governors. This declaration will take place only if there is a financial crisis of such magnitude that all other reasonable measures have been taken and there is no alternative to the termination of University faculty who otherwise would have the expectation of continuing employment. The measures that precede this declaration of exigency and the process leading to its declaration are detailed in The Missouri State University Financial Exigency Policy included in the Faculty Handbook as Appendix B. This policy will be changed only through the procedures specified for amendment of the Faculty Handbook in Chapter 15. Actions taken will be in accordance with the principles stated below, subject to the condition that special care will be taken so that the burden of financial exigency does not fall disproportionately on those for whom affirmative action was taken.

The preservation of viable academic programs for the University shall be the primary consideration.

The Faculty must not bear a disproportion of the budgetary cutbacks. Every reasonable effort must be made by the Administration to reassign faculty members to other mutually acceptable professional work for which they are qualified at the University, in order to prevent the termination of employment of faculty members.

14.7.2. Faculty Reductions

If the financial exigency requires a reduction in the personnel services budget for the Office of the Provost, faculty members' employment will be terminated according to the process detailed in The Missouri State University Financial Exigency Policy (Appendix B) following these priorities:

1. Termination of part-time, unranked personnel in all ~~departments~~ academic units to the degree that their duties could be absorbed by full-time faculty members and still retain student enrollments.
2. Within academic ~~departments~~ units, full-time faculty members will be terminated according to the following priorities:
 - a. Termination of unranked faculty members to the degree that their duties could be absorbed by ranked faculty members.
 - b. Termination of non-tenured ranked faculty members with six or fewer years of service to the University to the degree that their duties could be absorbed by tenured faculty members.
 - c. Termination of tenured faculty members with fewer than 12 years of service to the University to the degree that their duties could be absorbed by other tenured faculty members.

Termination of tenured faculty members with 12 or more years of service to the University.

14.7.3. Program Reductions

If the crisis created by the financial exigency cannot be managed by distributed personnel reductions as detailed in The University Financial Exigency Policy (Appendix B), it may become necessary to eliminate one or more academic programs. Such program elimination shall be accomplished according to the process detailed in The Missouri State University Financial Exigency Policy.

14.7.4. Rights of Terminated Faculty Members

At the termination of a faculty member due to financial exigency, the University will provide the affected faculty member with a written notice of termination including a summary of the information and data used to make the termination decision and a description of the manner in which the decision was reached. This notice of termination must be provided according to the same requirements of timely notice of non-appointment of ranked faculty members during the probationary period, as prescribed in Chapters 3 and 4 of this Handbook, except in the case of an extraordinary financial exigency, which, as agreed to by the Faculty Senate and the President, would make it impossible for the University to give such notice. This notice of termination for tenured faculty must be provided at least 12 months before the effective termination date.

Faculty given notice of termination have the right to a full hearing before a faculty committee to assess the validity of the educational judgments and the criteria for identification for termination, and to determine whether the criteria are being properly applied in the individual case. The faculty committee shall consist of five members, including the two faculty members of the Academic Personnel Review Commission (APRC), plus one additional tenured faculty member selected by the Faculty Senate Executive Committee, one additional academic administrator selected by the Provost, and one additional tenured faculty member (not currently serving as an academic administrator) chosen by agreement of the Faculty Senate Executive Committee and the Provost. A recording of the hearing will be made. The faculty member will be permitted to introduce documentation and testimony determined by the chair of the hearing committee to be relevant. The administration would be permitted to similarly respond. Both the faculty member and the administration may be represented by legal counsel. Any request for hearing must be made within five (5) calendar days of receipt of the notice of termination. The faculty committee must report its decision, the number of votes cast on each side (but not identifying the votes of the individual committee members), and a rationale for its decision within ten (10) calendar days of the hearing.

Either the faculty member or the administration may appeal the decision of the faculty committee to the Board of Governors. An appeal to the Board of Governors must be made in writing and must be filed with the President within

ten (10) calendar days following the decision of the faculty committee; otherwise, the opportunity for appeal will be lost. Upon receipt of the written appeal, which must state the basis for the appeal, the President will notify the President of the Board of Governors. At the next regular Board meeting, or as otherwise determined appropriate by the President of the Board, the Board will decide whether to hear the appeal. If the Board refuses to hear the appeal, the decision of the faculty committee is affirmed. If the Board agrees to hear the appeal, the hearing may be formal or informal, and the time and place of such hearing will be communicated within a reasonable time to all parties involved. The Board, or its designated committee shall have access to all facts and information it may feel are relevant and material to the issue. Parties to the appeal may be represented by legal counsel. The presiding officer selected by the Board of Governors will rule on all questions of evidence or procedure. Upon conclusion of such appeal, the Board, or its designated committee, will render a finding in writing that will be final.

During the 12 months prior to effective termination, the faculty member will be permitted to continue in professional duties at the University with full salary and benefits. Salary shall be paid monthly for the duration of the 12-month period or until the faculty member obtains full-time outside employment. If the faculty member obtains full-time outside employment at a pay rate and with benefits that are less than the University pay rate and benefits, then the University shall pay the difference for the remainder of the 12 month period. If the faculty member chooses to leave the University during this 12-month period for any reason other than to accept full-time outside employment, the University's salary and benefit commitment will cease. The faculty member and the University retain the option to negotiate individual alternative arrangements by mutual agreement between the parties.

The University will provide reasonable assistance to faculty members who are terminated as a result of financial exigency in their search for other employment.

Faculty members terminated because of a financial exigency will have the following rights of recall and seniority, in reverse order of termination. A replacement for a faculty member's position shall not be appointed within three academic years after the effective date of the termination of said faculty member. During this three-academic-year period, prior to the appointment of any new faculty member in a terminated faculty member's position, the University shall offer reappointment by registered mail to such terminated faculty member at a last known address. Said faculty member shall have 30 calendar days within which to accept or decline the offer in writing. Should said faculty member indicate in writing that the faculty member desires to accept reappointment at the University, then such reappointments shall be held open by the University for such a period of time as may be necessary for the faculty member to fulfill any commitment the faculty member may have made to the faculty member's then-current employer, provided that such commitment does not extend beyond the period of one academic year. A recalled faculty member shall be reinstated to those years of service credits that the faculty member had accrued at the time termination occurred.

14.8. Reduction in Force ~~D~~ue to Elimination of Academic Programs for Reasons Other Than Financial Exigency

14.8.1. Definition

“Academic program” means any course of study, whether graduate or undergraduate, approved through the curricular process of the University and appearing in the curricular offerings of Missouri State University listed in the Program Inventory for Public Institutions published by the Coordinating Board for Higher Education of the State of Missouri. The Greenwood Laboratory School is also considered to be an “academic program”.

14.8.2. Procedures for Eliminating Academic Programs

Except as provided in Section 14.7.3, an academic program will be considered for elimination only if the program is no longer viable for academic, enrollment, or accreditation reasons. Any proposal to eliminate an academic program will be forwarded to the Provost. If the Provost concludes that the proposal has merit, he/she will forward it to the Faculty Senate for its action. The Senate will receive recommendations from the academic ~~department~~unit(s) involved,

the college council(s) involved, and the Executive Budget Committee before taking action.

Reorganization of academic programs cannot result in the elimination of any academic program without utilization of the procedures required herein.

14.8.3. Rights of Faculty Members in Eliminated Programs

Non-tenured ranked faculty members with teaching assignments in the academic program to be eliminated will be given notice of non-appointment as prescribed elsewhere in this Faculty Handbook. Tenured faculty members with teaching duties in the program to be eliminated will be assigned other available responsibilities for which they are qualified within the academic program. In those cases where there is no alternative assignment available within the academic program, at least one of the following courses of action shall be offered in good faith by the University in consultation with the tenured faculty member and the affected academic program(s):

1. ~~c~~Early retirement₂
2. ~~t~~Transfer of teaching duties to a different academic unit within the University₂
3. ~~t~~Transfer of assigned duties to another professional position within the University, without loss of tenure, or
4. ~~r~~Retraining for a position inside or outside the University₂

If none of the courses of action listed above is mutually agreeable, the tenured faculty member will be released from service to the University. The University will provide the affected faculty member with a written statement including the information and data used to make the termination decision as well as a description of the manner in which the decision was reached. This statement of notice of termination must be provided at least one full calendar year prior to the effective date of the termination.

The terminated tenured faculty member shall be given severance pay consisting of:

- the continuation of the faculty member's regular monthly salary (including fringe benefits) for a period of 12 months
- an additional 30 calendar days' salary payment for each year of academic service to Missouri State University, to a maximum of 12 years of academic service.

As an alternative and at the University's option, the terminated tenured faculty member shall be given extended notice, during which the faculty member will continue in professional duties with full salary and benefits, equivalent to 12 months plus an additional 30 calendar days' notice for each year of academic service to Missouri State University to a maximum of 12 years' service. Salary shall be paid monthly until the severance pay benefits or extended notice ends or until the faculty member is recalled by the University, or until the faculty member obtains outside employment. If the faculty member obtains outside employment at a pay rate and with benefits that are less than the University pay rate and benefits, then the University shall pay the difference for the period of eligibility for severance pay.

When tenured faculty of eliminated academic programs and the Administration have mutually agreed to retraining, the retraining will consist of the following components: (1) the retraining period of the affected tenured faculty member may be for as long as one academic year's duration whether the retraining is for a position with the University or for a position outside the University; (2) retraining may consist of course work or practical work completed on the Missouri State University campus or course work or practical work completed on another campus; (3) during the faculty retraining period, the tenured faculty member shall receive salary and fringe benefits at the same level the faculty member would receive on sabbatical leave; and (4) the University will, for a faculty member undergoing retraining on the Missouri State University campus, waive course fees to a total of 30 hours of credit. For a faculty member undergoing retraining on another campus, the University will pay the tuition or fees to a total of the cost of 30 hours of credit on the Missouri State University campus.

Faculty members who accept a retraining program for a position outside of the University are not eligible for additional

severance benefits.

Faculty members terminated because of academic program elimination will have the following rights of recall and seniority. If the academic program or similar academic program is reinstated, a replacement shall not be appointed within 36 calendar months from the effective date of the termination of said faculty member. During this period, prior to the appointment of any new faculty member, the University shall offer reappointment by registered mail to all qualified terminated faculty members in inverse order of their termination at their last known addresses. Said faculty member(s) shall have 30 calendar days within which to accept or decline the offer in writing. Should a faculty member to whom an offer of recall is made indicate in writing that the faculty member desires to accept reappointment at the University, such appointment shall be held open by the University for such period of time as may be necessary for the faculty member to fulfill any commitment such member may have made to a then-current employer, provided that such commitment does not extend beyond a period of 365 calendar days from the date of offer.

A recalled faculty member shall be reinstated to all years of academic service to Missouri State University accrued at the time of termination.

15. AMENDMENTS

15.1. Amendments to Chapter 1 of the Faculty Handbook

All parts of Chapter 1 of this Handbook, with the following exceptions, may be amended by the Board of Governors upon the recommendation of the President of the University. The exceptions are as follows:

15.1.1. Faculty Senate and Faculty Constitution (Section 1.4.2.2)

Amendments to the Faculty Constitution and changes in the function of the Faculty Senate may be made through Board-approved University governance processes.

15.1.2. Student Government Association (Section 1.4.4)

Amendments to this Section may be made through Board-approved University governance processes.

15.1.3. University Committee Structure (Section 1.4.5)

Amendments to this part of Chapter 1 may be made only through those procedures described below in Section 15.2.

15.2. Amendments to Explanatory Note and Chapters 2-15 of the Handbook

15.2.1. Reserved Statutory Rights

While the Board of Governors seeks to share the governance of the University with the faculty to the degree set forth in the policy statements of this Handbook, in so doing, the Governors do not abrogate their statutory duties required by Chapter 174, Missouri Revised Statutes, which include the right, if they deem it essential to the proper management of the University, to amend the provisions of this Handbook. If such amendment is deemed necessary, the Governors pledge that they will follow the procedures set forth herein in effecting such amendments.

15.2.2. Amendment Process

Proposed amendments to the Explanatory Note and Chapters 2-15 of the Faculty Handbook will be considered and acted upon pursuant to the procedures described in Sections 15.2.2.1 – 15.2.2.5. With the exception of those amendments initiated by the Board of Governors because of exigency (Section 15.2.2.5.1), the emendation process will start with the Faculty Handbook Revision Committee.

15.2.2.1. Faculty Handbook Revision Committee

There shall be a standing Faculty Handbook Revision Committee, comprised of a minimum of six individuals. No less than half of the committee shall be comprised of faculty members at the rank of associate professor, clinical associate professor, professor, clinical professor, or distinguished professor. The remaining members shall be academic administrators. The Chair-Elect of the Faculty Senate and the Provost or designee will also serve as ex officio members without vote. The Committee shall elect its own chairperson. Committee members may serve for two successive two-year terms but will then be ineligible for reappointment for a minimum of two years.

15.2.2.2. Initiation of Amendments

Amendments shall originate in one of the following three ways:

1. A proposal to the Faculty Handbook Revision Committee from the Board of Governors, the administration, the faculty, faculty members, or any faculty unit.

2. An emendation initiated by the Faculty Handbook Revision Committee in the course of the septennial review.
3. A Board action taken under exigency (Section 15.2.2.6.1) which adopts a policy change at variance with the Handbook.

15.2.2.3. Process of Committee Consideration

15.2.2.3.1. Amendments from the University Community

Upon receipt of any proposal, the Chair of the Committee shall forward a copy of the proposed amendment to the Faculty Senate and to the Provost (or designee). In consultation together, the chairs of the Faculty Handbook Revision Committee and the Faculty Senate and the Provost (or designee) will evaluate whether the proposal is (1) editorial and corrective, (2) non-substantive and not pressing, or (3) substantive and pressing. Proposals of the first (1) type will be sent immediately to the Senate for approval. Proposals of the second (2) type may be retained for consideration in the septennial review at the discretion of the Committee. Proposals of the third (3) type will be considered immediately by the Handbook Committee. In all such considerations, the Committee shall seek a reasoned consensus as advocates for good order and due process throughout the entire academic community. The Committee shall file a report with the Faculty Senate in a timely fashion stating the Committee's recommended action.

15.2.2.3.2. Seven-Year Review of the Faculty Handbook

The Committee shall conduct a complete review and revision of the Faculty Handbook every seven years. In all cases, the Committee shall seek to reach a reasoned consensus. The Committee shall file a report with the Faculty Senate in a timely fashion stating the Committee's recommended action.

15.2.2.4. Process of Senate Consideration

The Faculty Senate shall consider the recommendations of the Faculty Handbook Revision Committee within thirty calendar days of the submission of the Committee's report, and shall file its recommended action with the Board of Governors and the administration.

15.2.2.5. Reports by the Faculty Handbook Revision Committee to Board

In the event that the Senate recommends a version of an amendment differing from the version recommended by the Faculty Handbook Revision Committee, the Committee may elect to either (1) maintain its original version of the amendment or (2) adopt some or all of the changes recommended by the Senate.

The Committee shall file its final report (either its original report or one amended based on Senate recommendations) with the Board.

15.2.2.6. Process of Board Consideration

The Board of Governors shall thereafter consider the report of the Faculty Handbook Revision Committee, the Faculty Senate, and recommendations made by the administration before taking action on the proposed changes. The Board shall also hold an open meeting to receive comments from interested parties on the proposed changes before taking final action.

15.2.2.6.1. Exigency

Under circumstances where either the legislature or the Coordinating Board for Higher Education makes requirements which necessitate a change in any policy contained herein, the President may forward directly to the Board of Governors the changes deemed immediately necessary to meet the aforesaid requirements without the same amendments first having been considered by the Faculty Handbook Revision Committee, or the Faculty Senate, as required in Sections 15.2.2.3 and 15.2.2.4 above. In all such cases the Board shall note the pressing exigency. In its commitment to shared governances, the Board shall, in advance of its vote, provide notice to the Faculty Handbook

Revision Committee and to the Faculty Senate, requesting the Committee and Senate to convene and consult with the administration concerning the proposal. The failure of either body to convene and consult shall not prevent the Governors from proceeding after a reasonable period of time has been afforded.

The Board pledges in these cases to assure full dissemination to the faculty of such amendments and to hear a request for review within six months of any such amendments, upon the written request of the Chair of Faculty Senate.

15.2.2.6.7. Legally Mandated Changes

In the event that regulatory or legislative mandates require immediate changes to this Handbook, that precludes meeting of the Faculty Senate, then the president of the university is hereby authorized to establish and implement provisions or make appropriate modifications to the provisions as set forth here with notification of such provisions sent to the Faculty Handbook Revision Committee and the Faculty Senate Executive Committee. Such provisions will be immediately effective upon action by the president but will be reported to the Board at the next meeting of the Board of either the president or designee.

15.3. Amendments to Take Effect

Following final approval by the Board of Governors, the Faculty Handbook shall remain in effect until amended in accordance with the procedures set forth above. Amendments classified as editorial or corrective, and those covered under Section 15.2.2.6.1, shall take effect immediately upon approval by the Board of Governors. Other amendments shall normally take effect at the commencement of the next academic year; however, amendments may take effect upon approval of the Board of Governors if that is supported by both the Senate and the Board. Any amendment so adopted shall be incorporated into the Faculty Handbook as a permanent revision thereto. The Office of the Provost shall undertake prompt distribution of all amendments upon passage by the Board.

GLOSSARY AND ABBREVIATIONS

The Glossary includes terms frequently referenced in the Faculty Handbook. The Glossary is followed by a list of commonly encountered abbreviations. Information about membership of committees and groups can be found in the Committees Handbook.

1. GLOSSARY

Academic Freedom: 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
Academic Unit Leader: may be a School Director or a Department Head; this person is responsible for administering the programs within their academic unit.
Academic Year: The period of time starting with the fall intersession and continuing through the end of the summer session. However, faculty with 9-month contracts have formal responsibilities only during the Fall and Spring semesters.
Adjunct: An honorary title for individuals who offer educational experiences to students of the University but who have no appointment with the University. Adjunct Faculty member may receive an honorarium. Adjunct faculty may also receive a University ID, e-mail account, and library privileges.
Administrative Leave: Leave for any faculty member in an academic administrative position to pursue a project and/or research in the faculty member's discipline or area of administrative responsibility. It may be requested for any time in the year but ordinarily would be requested during the summer months from mid-May to mid-August.
Assistant Professor: Academic rank of one who has demonstrated achievement or potential in the areas of Teaching, Research, and Service appropriate to the discipline.
Associate Professor: Academic rank of one who has demonstrated a sustained record of achievement and effectiveness in Teaching, Research, and Service appropriate to the discipline.
BearPass Card: Missouri State University's identification card. Spouse's or sponsored dependent's BearPass Card can be used for all of the same services and facilities as the employee's card.
Board of Governors: Body 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 and one non-voting Student Governor who serves a two-year term.
Business Days: Days during which the University offices are open, through midnight of the final day for electronic responses but 5 pm for other types of actions (e.g., submitting printed documents). When a deadline for electronic response is midnight before a non-business day, the deadline is extended to midnight before the next business day, e.g., if an electronic-response deadline were midnight on a Friday, it would be extended to midnight on Sunday.
Cafeteria Plan: Program which allows full-time regular employees to make contributions from each pay check on a pre-tax basis for optional insurance coverage and flexible spending accounts for reimbursable health care expenses and child/dependent care expenses.
Calendar Days: All days, including weekends, holidays, and days when University offices are closed, through midnight of the final day for electronic responses but 5 pm for other types of actions (e.g., submitting printed documents). However, if the final day of the period occurs on a day when University offices are closed, the deadline is extended to the next day that University offices are open.
Calendar year: The year from January 1 through December 31.
Clinical Faculty: Faculty whose primary responsibilities are Clinical Education and Service.

College And University Retirement Plan (CURP): A non-contributory 401A defined contribution retirement plan which uses TIAA-CREF as its third party administrator. CURP offers interstate portability, immediate vesting and no minimum service requirement.
College Council: Body of faculty within a College that acts upon curricular matters that are referred to it by ~~departments~~ <u>academic units</u> within the College. Each college council is empowered to approve a ~~departmental program or academic unit~~ proposal, reject and return a proposal to the originating ~~department~~ <u>unit</u> , or amend and approve the proposal.
College: This term will normally refer to one of the eight formally aligned groups of departments (or other units equivalent to departments) headed by a Dean. (Whenever “College” refers to the Graduate College or the Honors College, that usage will be stated explicitly.)
Comparable ~~I~~institution: For external reviews an institution and program at or above the level of the faculty applicant’s program, where level will normally be evaluated based on the degrees offered by the program.
Conflict of Interest: Circumstance in which an individual’s primary interests, responsibilities, and commitments (such as the responsibility to analyze research results as dispassionately as possible, or the responsibility to fulfill commitments as a full-time member of the faculty) may be compromised by a secondary interest (such as financial gain).
Day: See <u>calendar day</u> and <u>business day</u> . When “days” is used without specifying calendar or business, calendar days should be assumed unless business day is inferred from the context.
Department Head: Chief administrator of an academic department. Department Heads report to Deans.
Distinguished Professor: Rank beyond Professor which recognizes extraordinary accomplishment in Research.
Educational Leave: Paid leave for full-time faculty members wishing to return to graduate school to complete an advanced degree.
Eligible ~~D~~ependent: An eligible dependent shall be defined as provided in Section 152 of the United States Internal Revenue Code.
Emeritus: Retirement status at highest rank attained at the University. Emeritus status is granted at the point of separating from the university by retiring as defined in Section 14.2. Faculty must have taught here for at least 10 years, be retiring/long-term disability and have an affirmative vote of the ~~department~~ <u>unit</u> full-time faculty.
Equated Hours: The term “Equated hours” is used to refer both to credit hours of teaching and to time assigned to activities that are equivalent to credit hours of teaching. The work involved in any activity worth three equated hours will have been determined to be equivalent to work involved in having sole responsibility for instructing a one semester non-laboratory three-hour undergraduate class with enrollment at typical numbers or with responsibilities that do not significantly increase normal workload.
Equity Adjustment: Salary adjustment based on internal or external discrepancies in the faculty member’s pay for comparable training, experience, and job performance.
Faculty Senate: A forum of the faculty for discussing matters of concern to the Faculty and for informing all segments of the academic community of its concerns, findings, and actions.
Financial Exigency: A financial crisis of such magnitude that all other reasonable measures have been taken and there is no alternative to the termination of University faculty who otherwise would have the expectation of continuing employment. Declaration of the existence of a financial exigency is the responsibility of the Board of Governors.
Fiscal ~~Y~~ear: The period from July 1 through June 30.
Full-time appointment: Appointment for the normal two-semester (Fall and Spring) academic year but does not imply summers. (Note: Some faculty have appointments that require year-round service.)

Graduate Council: Body of the faculty that acts upon graduate level curricular matters that are referred to it by academic departments/schools and approves members of the graduate faculty.
Grievance: With respect to the Academic Personnel Grievance Process, a written complaint by a faculty member, setting forth relevant facts and alleging that an administrator, administrative decision, or administrative practice is either unfair, unjust, or in violation of established policies, procedures, or statutes of the University.
Instructor: A faculty member who is normally appointed to teach full-time and to provide appropriate Service, and may participate in Research.
Intersessions: One to three week period of classes between semesters. Winter Intersession is in January, Summer Intersession is in May, and Fall Intersession is in August.
Joint Faculty Appointment: Appointment in which a faculty member has responsibility to, and review by, more than one ~~Department~~ <u>academic unit</u> .
Minimum Enrollment Guidelines: For undergraduate and graduate courses, shall be determined by the ~~Department Head~~ <u>AUL</u> in consultation with the respective college Dean as aligned with any applicable written college and/or ~~departmental~~ <u>program or academic unit</u> policy.
Missouri State Employees' Retirement System (MOSERS): A defined-benefit retirement plan available to faculty on full-time, regular appointments. (Specific eligibility for MOSERS depends on the date of hire – contact the Office of Human Resources for details).
Nepotism: Favoritism to family members or friends by someone in authority, providing some economic or employment advantage.
Nepotism Policy: Policy prohibiting members of the campus community from the participating (directly or indirectly) in decisions to appoint or hire any individual related to the person within the fourth degree of consanguinity (blood) or affinity (marriage).
Nonrenewal of Contracts Appointments: A decision (a) not to offer Instructors and other non-tenured faculty or part-time faculty members a contract an appointment for a subsequent term, semester or year, or the denial of reappointment of probationary tenure track faculty or (b) the denial of tenure for such faculty members. The nonrenewal of such contracts appointments is not the equivalent of “termination of employment.”
Non-Tenure Tenure-Track: Refers to faculty members appointed to positions that are not eligible for tenure consideration. Refer to Section 3.6 for non-tenure track positions.
Overload: Determined by evaluating the workload assignment to a faculty member in relation to the standard workload as configured for that faculty member. Refer to individual academic unit guidelines.
Per Course: 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.
Policy Library: Official repository of all University-wide Governing and Operating Policies. Found on the University Web pages under Policy Library.
Professional Leave: Leave to engage in professional development activities not covered by sabbatical or educational leaves.
Professional Practices Review Process: Formal procedure by which the University administration may review allegations of misconduct against faculty members and impose sanctions.
Professor: Faculty rank that recognizes a cumulative record of Teaching, Research, and Service appropriate to the discipline.
Promotion: Progression within an appointment series (tenure-track, clinical, research, and instructor) following fulfillment of criteria and review as specified in ~~departmental~~ <u>academic unit</u> promotion documents, Greenwood

documents, and the Faculty Handbook. Refer to Sections 3.34 and 3.456 for specific tenure-track and non-tenure track faculty appointments. Promotion is accompanied by an increase in base salary.
Public Affairs Pillars: The three pillars of the Public Affairs mission are ethical leadership, cultural competence and community engagement.
Rank: Designation of traditional tenure-track academic ranks of Assistant Professor, Associate Professor, Professor, and Distinguished Professor. Faculty hired as Instructors prior to January 1, 2007 were tenure-track faculty.
Ranked Faculty: Tenure-track/tenured faculty holding the rank of Assistant Professor, Associate Professor, Professor or Distinguished Professor [Instructors and Research Faculty employed prior to January 1, 2007 shall retain the status of ranked faculty].
Relative Within the Fourth Degree: Any individual within a legally-defined relationship level to another individual. Such a relationship 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.
Research-Active: Research-active is a status defined in the workload policy of each individual department academic unit and/or college that impacts teaching assignment.
Research Faculty: Members of the faculty whose primary responsibilities are Research and Service but may include Outreach and Teaching.
Research: The production and formal communication of creative scholarly works. Specific modes of research include discovery, application, synthesis, criticism, and creation. Refer to Section 4.2.2.
Retirement Eligibility: Ability to retire from the University based on some combination of years of service and age. Specific requirements for retirement eligibility depend on retirement system (CURP versus MOSERS) and on date of hire (contact the Office of Human Resources for details).
Retreat Rights: The right of any faculty member appointed to an administrative position to return to the department/academic unit of the faculty member's academic discipline whether or not a position is open.
Sabbatical Leave: A leave that provides an opportunity for the faculty member to pursue Research, enhance teaching or professional practice skills in the discipline, or to retool for new teaching opportunities or research.
Scholarly Leave: A non-paid leave to participate in an academic fellowship (e.g., Fulbright Fellowships) or similar program for up to one academic year.
School Director: Chief administrator of an academic unit classified as a School. Responsibilities of the Director depend on the nature of the School. A Director for a School composed of two or more departments will serve primarily as a coordinator of co-curricular matters and common objectives. A Director of a School that is not subdivided into departments (i.e., no Department Heads) will have the same responsibilities (including faculty evaluation for reappointment, tenure, promotion, and performance) as a Department Head. School Directors normally report to their College Deans.
School: An academic unit so characterized because of its involvement in and integration into an external professional environment which usually requires specific standards for licensure. A school may operate as and have the same functions as a Department. Alternately, a School may be a collection of two or more departments tied together by co-curricular matters.
Senior Instructor: Faculty member who has, while in an Instructor position, demonstrated excellence in Teaching and Service at Missouri State University for at least five years. See Section 3.45.23.
Service: When used to identify one of the three basic areas of faculty responsibility, the contribution of a faculty member to the effective functioning of the University as an institution, to the effective functioning of

professional and learned societies, and the contribution of professional expertise by a faculty member to the civic community.
Sexual ~~H~~arassment: Verbal or physical conduct of a sexual nature when (1) submission to such conduct is made either explicitly or implicitly a term or condition of an individual's employment, (2) submission to or rejection of such conduct by an individual is used as the basis for employment decision affecting such individual, or (3) such conduct has the purpose or effect of unreasonably interfering with an individual's work performance or creating an intimidating, hostile, or offensive working environment. See Section 8.2.
Special Leave: A leave with or without pay for full-time faculty member who in the opinion of the Provost deserves a leave for a specific purpose not listed in other portions of the Faculty Handbook.
Sponsored ~~d~~ependent: A person who meets all of the following criteria: (1) be at least 18 years old and mentally competent to consent to contract; (2) have shared the same permanent residence and the common necessities of life with the employee for at least the previous 12 months; (3) not be legally married to anyone else in any state; (4) not be related by blood or a degree of closeness to the employee that would prohibit legal marriage in the State of Missouri; (5) have a single dedicated relationship with the employee of at least 12 months; (6) and not be a renter, boarder or tenant of the employee.
Staff Senate: An elected body from the University support staff which addresses concerns related to staff. There is a non-voting member on Faculty Senate.
Standard ~~A~~ppointment: Appointment that includes normal Teaching, Research, and Service responsibilities during the fall and spring semesters but not during summers or intersessions. The term does not apply to clinical or research faculty.
Standard Workload: 24 equated hours across an academic year (Fall and Spring) with the exception of instructors without a service component and research-active faculty. For research-activity, "standard workload" should approximate 18 equated hours across an academic year (Fall and Spring), subject to college-specific guidelines. The conceptual framework for this standard workload is a total workload of 30 equated hours with six equated hours being allocated for maintaining currency in one's field, advising duties, and normal ~~department~~ academic unit, college, and University service activities. The reference to standard workload in this policy is only applicable to nine-month academic appointments.
Start ~~D~~ate: Faculty are expected to be available to attend meetings and other events scheduled the week prior to the beginning of classes each fall and spring semester.
Student Government Association (SGA): An elected body through which students can participate in campus governance, in student discipline and in the management of student activities.
Teaching: Broad range of activities contributing to the development of educated persons. It encompasses a wide range of instructional methods, student mentoring, and advisement.
Tenure: Status granted (after a probationary period, except as specified in Section 3. ~~7~~ 8.2) to a ranked faculty member protecting the faculty member from arbitrary dismissal. Tenure gives the faculty member the contractual right to be reemployed for succeeding academic years until the faculty member resigns, retires, is dismissed for cause, is separated pursuant to a reduction in force, or is unable to perform the duties of the position or dies, but subject to the terms and conditions of employment that exist in this Faculty Handbook and in future editions of the Faculty Handbook as amended.
Tenure-track ~~F~~aculty: Faculty members appointed to tenure-track positions that lead to tenure upon successful completion of a probationary period and to faculty who have been awarded tenure. Refer to Section 3.4 for tenure-track positions. Appointment to a position with academic rank is not synonymous with appointment to a tenure-track position.
Terminal ~~D~~egree: An earned doctorate in the individual's discipline or such other degree standard established by the specific profession/ discipline and approved by the appropriate college Dean and the Provost. A faculty

member with an acceptable terminal degree in one discipline who transfers to another discipline within the University shall be considered as having a terminal degree in the transfer discipline regardless of the designated terminal degree in the transfer discipline.

Unranked Faculty: Faculty in non-tenure track positions. (Note that, although non-tenureable, clinical and research faculty are eligible for promotions, e.g., while one might be promoted to Associate Clinical Professor, but those individuals are still classified as unranked.)

Years of Academic Service to Missouri State University: Years of full-time academic service to Missouri State University. In computing years of academic service to Missouri State University, intersession and summer teaching do not apply, nor does time spent on educational leave. Time spent on sabbatical leave, professional leave, scholarly leave, or special leave does apply in computing years of academic service to Missouri State University. Note that years of academic service to the University may not be the same as years of service counting toward retirement under MOSERS.

2. ABBREVIATIONS

ALC	Academic Leadership Council
APGP	Academic Personnel Grievance Process.
APRC	Academic Personnel Review Committee
AUL	Academic Unit Leader
BOG	Board of Governors
CASE	Center for Applied Science and Engineering
CASL	Citizenship and Service-Learning
CBLS	Center for Biomedical and Life Sciences
CGEIP	Committee on General Education and Intercollegiate Programs
CURP	College and University Retirement Plan
FCTL	Faculty Center for Teaching and Learning
FMLA	Family and Medical Leave Act
FSEC	Faculty Senate Executive Committee
IACUC	Institutional Animal Care and Use Committee
IBC	Institutional Biosafety Committee
IDEA	Innovation, Design, Entrepreneurship, and Arts Commons
IRB	Protection of Human Participants Institutional Review Board
JVIC	Jordan Valley Innovation Center
KSMU	National Public Radio call letters
MOSERS	Missouri State Employees' Retirement System
MSU	Missouri State University
OPT	Ozarks Public Television
ORA	Office of Research Administration
PEC	Professional Education Committee
PI/PD	Principal Investigator/Project Director
PPC	Provost's Personnel Committee
PPRP	Professional Practices Review Procedure
PSC	Plaster Sports Complex
PSIP	Professor Salary Incentive Program
PSU	Plaster Student Union
SGA	Student Government Association
SMSU	Southwest Missouri State University
UHC	University Hearing Committee
UHP	University Hearing Panel

APPENDIX A

MISSOURI STATE UNIVERSITY – CREATION OF INTELLECTUAL PROPERTY POLICY

The Creation of Intellectual Property Policy was approved by the Faculty Senate. The policy was presented to the Board of Governors on October 28, 2011, and the Board approved the implementation of the new policy.

Governing Policy: Creation of Intellectual Property

- I. Intellectual Property Policy Statement
- II. Purpose of the Policy
- III. Entities Affected by the Policy
- IV. Administration of Intellectual Property Policy
- V. University Patent Policy
- VI. University Copyright Policy

I. INTELLECTUAL PROPERTY POLICY STATEMENT

The University's policy on intellectual property pertains to patentable inventions and copyright-protected works created by its faculty members, staff members, postdoctoral appointees, and students. Guidance on the use of other individual or university's copyright-protected material is governed by G3.04-3 Use of Copyrighted Materials for Educational Research Purposes located at: <http://www.missouristate.edu/policy/copyrightpolicy.htm>.

Because there are differences between the legal and academic treatment of patentable inventions and copyright-protected works, the University provides two companion policy statements: a Patent Policy and a Copyright Policy. Missouri State University encourages the creation of intellectual property by the dedicated efforts of its employees, faculty and students. It is the University's intent to protect the rights of all parties, including the individual, the University, and the sponsoring entity (if applicable), and to share the benefits in the event these creations have commercial value.

University resources are to be used solely for University purposes and not for personal commercial activities. Commercialization of research, with knowledge and approval by the University, is permitted and encouraged among faculty and staff.

All creators of intellectual property shall, upon request, execute appropriate assignment and/or other documents required to set forth effectively ownership and rights as specified in this Policy. "Creator" refers to an individual or group of individuals who make, conceive, reduce to practice, author, or otherwise make a substantive intellectual contribution to the creation of intellectual property. "Creator" includes the definition of "inventor" used in U.S. patent law and the definition of "author" used in the U.S. Copyright Act.

After consultation with the Creator, the University reserves the sole right in its exclusive discretion to make agreements regarding the retention, ownership, patenting, licensing, accessing, and any other use or disposition of any right, title or interest in University Intellectual Property. The University and/or its designee will determine whether to commit funding to obtain patent, copyright, or trademark protection for particular disclosed University Intellectual

Property and/or to seek to identify one or more licensees who will bear the cost of obtaining that legal protection. No creator of University Intellectual Property has the capability or authority to assign, license or otherwise dispose of University Intellectual Property except to the University or its designee pursuant to this Agreement. University personnel engaged in outside activities shall have no authority to enter into an Intellectual Property agreement that conflicts with this policy. Persons who wish to confirm that a consulting, employment, or other agreement that addresses assignment of intellectual property associated with a proposed outside activity does not conflict with this policy should submit a copy of the agreement for review.

This Policy shall be deemed a part of the conditions of employment for every employee of the University and a part of the conditions of enrollment and attendance at the University for all students. All individuals (whether or not employed by, compensated by or enrolled at the University) participating in a sponsored project and/or making significant use of University-administered resources shall accept this Policy unless an exception is approved in writing by the University.

Significant use of University resources may include: use of substantial funds received by the University through a contract or grant, use of funds allocated from internal discretionary pools, assistance of support staff outside of the inventor's department or unit (assistance of support staff from the inventor's department when such assistance is greater than that normally provided others in the department). Significant use of University resources also may include use of shared research equipment or facilities.

The following, when customarily provided to researchers in their respective disciplines and units, generally are not considered significant use of University resources: salary, developmental assignment or award, library resources, computers, communications technologies, secretarial services, assigned offices and laboratories, and utilities, instructional technology, software (e.g. Respondus), or hardware, including use of University media production facilities. Developmental assignment or awards include Sabbatical Leaves, Summer Fellowships, and Faculty Research Grants which are internal awards of the University made on a competitive application basis; therefore, these are not considered significant use of University resources.

Outside activities authorized by the University for University faculty or staff remain subject to this policy to the extent that they involve or relate to the use of University resources. Employees engaged in external consulting work or business are responsible for ensuring that agreements emanating from such work are not in conflict with University policy or with the University's contractual commitments. Such employees should make their University obligations known to others with whom they make such agreements and should provide other parties to such agreements with a statement of applicable University policies regarding ownership of intellectual property and related rights. Employees of the University have no authority to enter into agreements inconsistent with this Policy.

Works created as assignments. Any work created by faculty, staff members, or student employees whenever such work is the product of their assigned tasks or is a reasonably expected product of their employment generally are subject to institutional ownership because they are either assigned tasks or reasonably expected outcomes of employment, **excluding** seated, online, and blended courses, individually or jointly developed. Course content, whether seated, online or blended, shall be owned by the Creator(s) unless the content was developed under a specific agreement or with the use of substantial University resources. Other individuals do not have a license to use course content for any other purpose, except as approved by University and Creator. Any license for the University to otherwise use course content or course materials developed by faculty Creator(s) shall be individually negotiated with those Creator(s). In addition, the University acknowledges that a limited number of professional staff members have certain prerogatives to set their own research, scholarly, pedagogical, or creative tasks. Accordingly, the University is prepared to acknowledge personal ownership of works arising from these professional endeavors subject to other conditions of this policy. While the University acknowledges that generally a thesis or other written research product has intellectual property ownership with the student, the University has a license in the research product in those instances in which a faculty member at the University supervises and has contributed substantially to a thesis or

laboratory working group. In such cases, any publication that arises from a thesis shall be put forward as a co-authored work by the student and the faculty member, unless the faculty member or Intellectual Property Committee agrees otherwise.

II. PURPOSE OF THE POLICY

The primary purpose of this Intellectual Property Policy is to provide the necessary incentives and protections to encourage the discovery and development of new knowledge and its application and transfer for the public benefit, and to enhance the generation of revenue for the University and the creator(s). The University is guided by the following objectives:

- a. To ensure that the educational mission (discovery, learning and engagement) of the University is not compromised;
- b. To optimize the environment and incentives for research and for the creation of new knowledge at the University;
- c. To bring the products of creative efforts into practical use for the public benefit as quickly and effectively as possible;
- d. To protect the interest of the people of Missouri through a recovery by the University of its investment in research; and
- e. To recognize and protect the interests of the public, of the individual creators of novel concepts, inventions and materials, of the University, and of the sponsors of research.

III. ENTITIES AFFECTED BY THE POLICY

All individuals (whether or not employed by, compensated by, or enrolled at the University) who are members of the University community are subject to this policy.

IV. ADMINISTRATION OF INTELLECTUAL PROPERTY POLICY

The University Intellectual Property Policy, comprising its Patent Policy and its Copyright Policy, shall be administered under the oversight of the Dean of the Graduate College (hereinafter referred to as “Dean”). The Dean shall appoint an Intellectual Property Committee. The role of the Intellectual Property Committee shall be to advise the Dean regarding intellectual property matters including, but not limited to, the resolution of disputes arising from the application of the policy; in addition, the committee shall advise the Dean of any need for altering the policy or its administrative implementation. In appointing members of the Intellectual Property Committee, the Dean shall seek to include members from all constituencies affected by the policy.

Trademarks and service marks are distinctive words or graphic symbols identifying the source, product, producer, or distributor of goods or services. Registration of trademarks or service marks, at the state or federal level, shall be approved by the appropriate campus or University level officer. Proceeds received from commercialization of a mark that is related to an intellectual property license will be shared with all creator(s) of the associated property as specified below. Except as provided herein or unless subject to prior written agreement between the creator(s) and the University, the University will not share the proceeds from commercialization of a mark with the individual who created the mark.

This policy shall apply prospectively to all inventions and copyright works disclosed on or after the date of its approval, October 28, 2011.

V. UNIVERSITY PATENT POLICY

A. Introduction

1. Nature of a Patent

Patent protection provides the owner with a limited period of time in which the owner can exclude others from making, using, offering to sell, or selling the invention. The resulting temporary exclusive rights to the invention can provide an incentive for a patent owner or a licensee to invest the resources required to advance the invention toward commercialization and use by the public. In return for offering temporary exclusive rights to the owner of a patent, a government requires the owner of the patent to make details of the invention available to the public in the patent document. Under United States law, the life of a patent extends 20 years from the date of application.

A patent is the grant of a property right by a government to the owner of an invention. Unlike copyright protections, patent rights do not follow automatically from the act of creation. The inventor or the patent's owner generally must request patent protection from the government of each country in which a patent is desired. The Patent Office in each country then will examine the application against its own laws and regulations and will—in due course—either deny or allow the grant of a patent in its jurisdiction. Because patent laws and associated administrative procedures are fairly complex, patent applications generally are prepared and prosecuted by specialists working on behalf of the inventor or owner.

2. Inventions Eligible for Patent Protection

In the United States, an invention or discovery may be eligible for patent protection if it is a process, a machine, a manufactured object, a composition of matter, or a new use or improvement of any of the preceding. Courts have interpreted the patent statute (see www.uspto.gov/main/patents.htm) to extend to software-related inventions when there is some connection to a useful, concrete result and to biological substances when there is some evidence of human intervention. For example, isolated DNA sequences or their purified protein products can be patented because in their “natural” states they are neither isolated nor purified. New uses of “products of nature” also may be patented, as may genetic modifications of otherwise natural organisms.

If an invention meets the threshold eligibility conditions for patenting, it still must meet additional criteria in order to earn a patent. Under U.S. law, a patented invention must be useful, novel, not obvious, and supported by adequate information.

3. Nature of Inventorship

To be named as an “inventor” on a patent, an individual must have made an original contribution to the conceptualization of the invention as it is defined in the patent. The aspects of a patent that assert the defining elements of an invention are called the “claims” of the patent. If an individual has made a contribution to the conceptualization of any one defining claim of patent, then that person is an “inventor” of the claimed invention. If any individual is responsible for all the claims of a patent, then that person is the sole inventor of the patent. In any other situation, the patent will have more than one co-inventor. One is not an inventor if the contribution was limited to “reducing to practice” the conception of the invention.

4. Objectives of the University Patent Policy

The primary objective of the University Patent Policy is to enable the public to use and benefit from inventions originating at the University. In pursuing this objective, the University will seek to manage inventions in a way that advances the academic missions of the institution, including research and scholarship. The Patent Policy further provides a framework for the orderly transfer of academic

inventions to the private sector in exchange for compensation to the institution as well as to individual inventors. In keeping with the University's academic objectives, the policy directs that portions of the institutional earnings from any patent will support research broadly across campus, research related to the patent, and administrative efforts to secure and manage additional patents.

B. Policy

1. Summary of the Patent Policy

The University will assume ownership of patents on qualifying inventions made by its employees and appointees, except as stated in item V.B.4. In a limited number of situations, the University, through its designee, will assume ownership of patents on qualifying inventions made by students and institutional visitors. Earnings from patents subject to this policy will be distributed according to the provisions of this policy.

2. Applicability of the Patent Policy

The policy applies to inventions meeting either of the criteria below. For convenience, inventions meeting either of these criteria will be designated as "qualifying inventions." In the criteria below, "employees" includes faculty members, staff members, part-time employees, and student employees.

- a. Inventions made by University employees or postdoctoral appointees in the course of their employment or appointment, or in a field or discipline reasonably related to the inventor(s)' field(s) of employment or appointment.
- b. Inventions enabled by significant use of University resources when made by University employees, postdoctoral appointees, students whose inventive contribution did not arise from employment by the University, or institutional visitors not employed by the University.

3. Disclosure ~~R~~required

Any individual who believes to have made, or contributed to the making of, a qualifying invention must disclose the invention in writing to the Dean for Graduate Studies and Research on the Invention Disclosure Form provided by the Office of Research Administration. The originating faculty, other employee, or student is the inventor.

4. University ~~R~~ights in ~~Q~~qualifying ~~I~~inventions

The University shall assume ownership of patents to qualifying inventions. In order for the University to assume ownership, inventors subject to this policy shall assign to the University their entire right in the invention and shall provide reasonable assistance to the University in obtaining patent protection and in licensing the patent rights to others. In the case of qualifying inventions arising from federal research support, this assertion of ownership rights follows from federal law. In other contexts, the University's right to require assignment from its employees or appointees will be understood as a condition of employment or appointment. Similarly, the limited right of the University to claim ownership of patents in inventions made by students will be understood as a condition of enrollment, whereas the limited right of the University to claim ownership of patents to inventions made by institutional visitors will be understood as a condition of their access to institutional resources. Institutional visitors must acknowledge in writing their awareness of this policy before making use of institutional resources.

If the University informs in writing the University inventor(s) that it does not wish to file a patent application in any territory based on a disclosure by the inventor(s), the inventor(s) may request from the University an opportunity to take on the prosecution of the patent application. The inventor(s) may request that the University waive its rights to the invention in the territory(ies) in which the University has elected not to file. The University will not unreasonably deny such a request. However, any waiver of rights will be subject to the interests of any third parties, including, but not limited to, sponsors of the research leading to the invention. In addition, any waiver of the institution's rights in the patent application will expressly allow the University to continue to use the invention for research purposes and will be limited to the scope of the invention as disclosed and as used as a basis for the University's determination not to file an application in the territory(ies). The University's waiver of institutional interest in an invention may result in personal ownership of the invention by University inventor(s) who wish to conduct further research on the invention within the institution. Such inventor(s) should be mindful that use of personally owned patents in an institutional setting may create a conflict of interest requiring disclosure and management under the institution's policies pertaining to conflict of interest.

The University has approved an exception (POLICIES & PROCEDURES NO. 135-09, Updated and Approved July 31, 2009) for intellectual property associated with the research conducted with the Jordan Valley Innovation Center (Center for Applied Science and Engineering). Assignment of ownership rights of intellectual property developed through projects of the Roy Blunt Jordan Valley Innovation Center in collaboration with businesses may be assigned, at the discretion of the President of the University, to these businesses providing that such assignments are consistent with applicable laws and regulations of external organizations sponsoring these collaborations and the University Intellectual Property Policy, and that any such assignments acknowledge the contribution of University faculty, staff and students. The authority for negotiation and approval of these assignments of ownership rights are delegated through the President to the Vice President for Community and Global Partnerships. Nothing in this paragraph alters Paragraphs 1 and 3 or the other provisions of this paragraph of this policy.

5. Licensure of ~~I~~ inventions ~~A~~ssigned to the University

Consistent with the objectives of this policy and subject to the rights of any other parties, the University will seek diligently to license to others the right to use inventions under patents assigned to it.

6. Distribution of ~~P~~roceeds of ~~L~~icensure

The University shall receive all payments due under a license and shall distribute such earnings under the terms of this policy within 90 days from the end of the quarter in which the earnings were received. Prior to any distribution, the University shall recover any out-of-pocket expenses incurred in applying for the licensed patent(s), maintaining the licensed patents(s), or defending the licensed patent(s). Also prior to any distribution under this policy, the University shall make any payments to others required by agreements, including but not limited to inter-institutional agreements for the management of jointly owned patents. Gross University earnings, less its out-of-pocket expenses, less payments required to others, are designated as "distributable income." Distributable income shall be allocated as follows:

- a. The first \$50,000 of distributable, cumulative income earned under a single license will go to the inventor(s).
- b. After the first \$50,000 is distributed to the inventor(s), any further distributable income will be allocated as follows unless income in any fiscal year triggers the conditions below:
 - (i) 40% of distributable income to inventor(s)

- (ii) 40% of distributable income to the University
- (iii) 20% of distributable income to the department from which the invention arose

When more than one University inventor is named on any licensed patent, the inventors will receive equal portions of the share of distributable income allocated to that patent unless there is a modifying written agreement signed by all inventors and approved by the University.

If an inventor is appointed in more than one department, the related departmental shares will be equivalent to the share each contributes to the inventor's salary. If the appointing departments are in different colleges, the related collegiate shares will be pro-rated on the same basis as the departmental shares. From time to time, it may be appropriate to allocate a portion of income otherwise granted to an academic department to an organized research unit. Any share granted to a "center," "institute," or other similar, formally acknowledged organized research unit will be determined by the Dean after consultation with the organization's director as well as relevant academic officers. In making any such determination, the Dean should consider the optimal means of advancing research at the institution.

7. Notification of Licensed Patent

The Dean shall notify the President, the Provost, the inventor's College Dean and Academic Unit Leader of the licensed patent.

C. Administration of the Patent Policy

1. Patent Advisory Group

The University Intellectual Property Policy, of which this Patent Policy is a component, shall be administered under the oversight of the Dean. The Dean shall be advised on matters pertaining to the Patent Policy by the Patent Advisory Group, a subcommittee of the University Intellectual Property Committee. The Intellectual Property Committee, the responsibilities and composition of which are set forth above in Paragraph IV of the University's overarching Intellectual Property Policy, shall be appointed by the Dean, who also shall designate those of its members who will comprise the Copyright Advisory Group.

The role of the Patent Advisory Group shall be to advise and make recommendations to the Dean regarding patent matters, including, but not limited to, the following:

- a. Determine the value of proceeding for a patent;
- b. Resolve disputes concerning the application and interpretation of the Patent Policy;
- c. Suggest Amendments to the Patent Policy resulting from technological and legislative changes affecting patent; and
- d. Make changes to administrative procedures involved in the implementation of the Patent Policy.

In addition, the Patent Advisory Group shall provide a forum to which faculty, staff, and students

may refer questions and recommendations about the Patent Policy. Further, the Patent Advisory Group may advise the University on the disposition of selected invention disclosures.

The day-to-day administration of the Patent Policy will be performed under the supervision of the Dean.

2. Appeal Process

Within 14 calendar days of the Patent Advisory Group's decision, any University faculty member, staff member, postdoctoral scholar, or student who believes to have been adversely affected by any action or non-action of the Patent Advisory Group pursuant to the Patent Policy may request in writing the Group reconsider such action or non-action in writing to the Dean, who shall consult with the Patent Advisory Group in considering the request for reconsideration. The resulting decision of the Dean may be appealed in writing to the President of the University within 10 calendar days of the Dean's decision. Where the action or non-action forming the basis for the dispute is that of the Dean rather than the Patent Advisory Group, appeal may be made in writing directly to the President of the University.

The foregoing process does not preclude the use of either informal means to resolve the dispute or applicable grievance procedures normally available to the individual based on the person's University status.

D. Examples

1. Case Patent (P)1: Working in the chemistry laboratory, faculty member A of the Department of Chemistry develops a synthesis protocol for a novel compound that has potential for industrial applications. A patent literature search reveals no competing patent and the University invests \$16,000 in the process of gaining a patent. Faculty member A is the inventor [V.A.3.] and the University assumes ownership of the patent [V.B.1.] and [V.B.4.] Company Z negotiates with the University for an exclusive license for use of this patented protocol. This agreement includes (a) an understanding that Company Z will make reasonable efforts to develop a marketable product based in part on the patent, and (b) for use of the license the Company will pay the University \$5,000 annually or 3% of the net profit from product sales, whichever is greater.
 - Year 1 after licensure Company Z has not produced a marketable product, but the \$5,000 fee is paid to the University. The income funds are retained by the University. [V.B.6.]
 - In Year 2 Company Z has marketed a product and makes royalty payments of \$25,000 to the University. The University retains \$11,000 to recoup the initial expense of filing the patent. The remaining \$14,000 is distributed to Faculty Member A [V.B.6. and V.B.6.a]
 - Company Z pays the University \$70,000 royalty in Year 3. Faculty member A receives \$36,000. The remaining \$34,000 is distributed 40% to Faculty A, 40% to the University, and 20% to the Department of Chemistry [V.B.6.b.(i-iii)].
2. Case P2: In the course of the faculty member's Limnology research, Faculty member B of the Department of Biology develops a unique sampling device. A significant portion of the work was accomplished while B was funded by a University competitively awarded Summer Fellowship. A scientific instrument company is interested in this device. The University applies for a patent and subsequently licenses the right to produce this device to this company. [V.B.5.] Faculty member B will receive royalties after the patent costs have been recouped. [V.B.6.] The salary of the Summer Fellowship is not considered a University cost to be recouped, since the Fellowship is a regular aspect of employment offered in competition to other faculty. [I]

3. Case P3: Faculty Member C, a molecular biologist and member of the Department of Agriculture, isolates and characterizes a gene promoter DNA sequence from crop Z. Faculty C reveals the faculty member's work and seeks to have the University apply for patent protection on the promoter DNA sequence and its applications the faculty member has demonstrated in the laboratory. After evaluation of the "invention" and the probability of monetary returns that might result, the University determines not to seek patent protection. The faculty member is not happy with this decision and insists that there would be good value in a patent. C requests a release acknowledging C can pursue a patent as the owner and inventor. The University provides, in writing, the requested release of ownership, including a statement holding the University harmless in the case of any deleterious applications of this DNA. [V.B.4] The faculty member pays the filing cost of the patent process. The University has no future claim to proceeds that may be derived from the patent.
4. Case P4: Faculty member D makes an invention while working under the terms of a federal research grant. The University assumes ownership of the related patent. [V.B.2.a and V.B.4]
5. Case P5: Faculty member E is an acknowledged expert in cancer therapy. Working at the faculty member's desk at home on Saturday, the faculty member designs a chemical compound that may fight non-Hodgkin's Lymphoma. The University assumes ownership of the related patent. [V.B.2.a and V.B. 4]
6. Case P6: Staff member F is employed by the University to fabricate medical devices. Working in the staff member's garage on Saturday, F invents a unique spray head that has potential applications for efficient pesticide applications. The University may not assume ownership of the related patent and the Staff member F is free to seek a patent on his own. [V.B.2.a and V.B.4.]
7. Case P7: G is a researcher spending a year-long leave at the University. G is not an employee of the University but is assigned a laboratory at the University and is provided access to University research equipment. Working in a University laboratory, G invents a device for detection of extremely small airborne quantities of a toxic chemical. The University will have ownership of the related patent. [V.B.1, V.B.2.b. and V.B.4] Note that prior to beginning G's leave at MSU, G should have acknowledged in writing G's awareness of the University's Patent Policy. [V.B.4]
8. Case P8: As a result of a class assignment, Student H invents a novel method of manufacturing a fire retardant compound. The University's review of H's obligatory disclosure determines that H did not make significant use of University resources in making the invention. The University may not assume ownership of the related patent. [V.B.2.b]
9. Case P9: Working on a dissertation in the student's adviser's laboratory and with regular mentoring of the advisor, Student I invents a novel method for the manufacture of a pharmaceutical agent. Review of I's obligatory disclosure determines that I did make significant use of University resources in making the invention. The student and the advisor are both listed as inventors, given the significant input provided by the advisor. The University assumes ownership of the related patent. [V.A.3 and V.B.2.a-b]
10. Case P10: Faculty member J makes an invention in collaboration with a colleague at another University. By application of its own patent policy, the employer of J's collaborator has an ownership right in the resulting patent because of the collaborator's inventive contribution. Similarly, the University has an ownership right in the resulting patent as a result of J's inventive contribution. The University and the employer of J's collaborator enter an inter-institutional

agreement specifying that the joint ownership rights shall be licensed together and that any earnings from such a joint license will be divided equally. In the event the University is designated in the inter-institutional agreement as the manager of the jointly owned patent, it would receive earnings attributable to both parties. After out-of-pocket expenses are recovered, the University would disburse to its partner University its share of earnings, with the retained remainder treated as distributable income under this policy. [V.B.6]

VI. UNIVERSITY COPYRIGHT POLICY

A. Introduction

1. What is **C**opyright?

A copyright is a form of intellectual property protection provided by law for certain original works including written works, software, and selected audio, visual, or performed compositions. More detailed information on copyrights is available at <http://www.copyright.gov>.

The copyright protects the particular form of expression rather than the subject matter or content of the work. One cannot copyright an idea, only the particular expression of the idea. Unlike patent protection, copyright protection exists from the time an original work is created and vests immediately when the work is fixed in a “tangible medium” for the first time. Such tangible media might include paper, a computer disk, software, or granite. See <https://www.copyright.gov/help/faq/faq-general.html>

Holding a copyright allows the owner certain exclusive prerogatives including the right to reproduce and distribute the protected material, the right to prepare derivative works based on the protected material, and (in the case of various artistic works) the right to display or perform the protected work. The owner of a copyright may convey to others all or some of the rights inherent in the copyright. For example, the owner of a copyright may “assign” all interest in the protected material to another. Alternatively, the owner of a copyright may grant a limited permission that allows another to use the protected material. In some cases, the owner of a copyright may grant a license to another that specifies the nature of any permitted uses of the copyright material.

2. Importance of an **A**cademic **C**opyright **P**olicy

Members of the University community—faculty, staff, and students—create each day large volumes of material that are subject to copyright protection. These various creations include such dissimilar works as scholarly monographs and journal articles, musical compositions, novels, textbooks, lectures, class outlines, poems, administrative software, dances, paintings, experimental software, promotional brochures, administrative correspondence, sculptures, multimedia teaching materials, videotapes, and policy documents. Many of these works have various functions and origins within the academic context. Some works arise directly from the pursuit of scholarly or creative activity and serve to convey the results of these activities; other works do not. Because copyright law and its policy-based application at the University will attribute both ownership rights and the associated rights to control subsequent uses of the protected works, an academic copyright policy must carefully balance a number of important objectives. These objectives must accommodate the various functions and origins of copyright works created at the institution.

3. Objective of the University Copyright Policy

The objective of the University’s Copyright Policy is to advance the mission of the University by:

- a. Encouraging and supporting the exercise of academic freedom, innovation, and creativity;
- b. Structuring the rights of ownership and the rights to use copyright materials created by members of the University community in a way that:
 - (i) Enables the timely dissemination of materials resulting from the scholarship, teaching, research, and creative activities of faculty, staff, and students;
 - (ii) Permits the University to retain a copyright in and/or use materials created by members of the University community under certain circumstances;
 - (iii) Permits the University to meet contractual obligations to outside entities; and
 - (iv) Accommodates and is consistent with related University policies.
- c. Assuring compliance with applicable laws and regulations in the management of copyright materials.

B. Policy

1. Summary of the Copyright Policy

In order to meet the preceding various objectives, this policy allocates the ownership of copyrightable works created by faculty, staff, and students. Consistent with academic tradition and the expressed desire to encourage dissemination of the results of scholarship and research, the University agrees that in most cases, individual creators of copyrightable works of scholarship, research, or pedagogy, as well as creators of original works of art and literature, typically will hold personal copyright ownership of those works. The policy also specifies a limited body of works that will be owned by the University. In some cases, “individual” ownership might be distributed over a group of joint authors or creators. In other cases, an individual or group of individuals might hold joint ownership with the University. Guidance on the use of other’s copyrighted material is contained in the Missouri State University Copyright Use Policy.

2. Application of the Copyright Policy

a. Individual Ownership of Copyrights

The University does not claim ownership of copyright in pedagogical, scholarly, artistic, or research works regardless of the mode of expression except when a work is described in section [VI.B.2.b.] below. Therefore, in those instances where the University does not claim ownership of a copyright, the copyright will be owned by those defined as authors or creators under copyright law unless there is a contrary contractual or statutory obligation. This disclaimer of University ownership interest in copyright materials applies to faculty and staff employees of the University, postdoctoral scholars, and to students when the works are created in the course of their educational pursuits. However, for works created by a student solely in the course of the student’s employment by the University, the University may claim ownership if section [VI.B.2.b.(v)] applies. The University claims no ownership of copyright in any work created outside the scope of any employment within the University. By way of illustration, see [VI.D.4-6] below, Cases C4 through C6.

The University understands that academic authors may be asked to assign to a publisher the personal copyright ownership in works treated in this section of the policy. The University encourages

academic authors to seek to retain such personal ownership in the articles and reports they publish in scholarly journals and equivalent publications. University policy does not encourage academic authors to seek to retain personal ownership in published works when doing so would not be feasible or when efforts to retain personal ownership would impede eventual publication of the work. The University is prepared to assist faculty members, staff members, students, and postdoctoral appointees wishing to retain personal ownership of works that may be published in scholarly journals and the like.

b. University Ownership of Copyrights

The University has ownership, or the right to obtain ownership by assignment, of copyright in:

- (i) Any particular and identifiable work created pursuant to either an oral or written agreement between the creator and the University (see [VI.D.7] Case C7);
- (ii) Works created in the context of carrying out administrative duties for the University (see [VI.D.9] Case C9);
- (iii) Any work created by a team of faculty, staff, postdoctoral scholars, and/or students of such size or over such an extended period of time that determination of a discrete number of creators would be impossible, impractical, or potentially unfair (see [VI.D.10] Case C10);
- (iv) Any work created under the terms of a contract or other binding agreement with an entity, other than the University, when such contract or agreement requires University ownership of the work (see [VI.D.11] Case C11);
- (v) Any work created with a significant use of University resources as outlined in Section I, Intellectual Property Policy Statement, above.

For these purposes: The University may determine that it has an ownership interest in a particular copyright work developed with grant or contract funding when creation of the specific work in question was an identified objective of the grant or contract. Given this rationale, specific journal articles, monograph, or textbooks arising from grant or contract funding commonly would not be construed as identified objectives of the grant or contract but would be treated as academic benefits of having worked under grant or contract funding. In the event that creation of a copyrighted work, such as a textbook, is an identified objective of a grant or contract, the institution will make a reasonable accommodation with the author consistent with established academic tradition.

In any case where the University has the right to ownership under the provisions of this policy, the University may require all persons who are employed by the University and who might otherwise have a potential claim to such work to execute a document as a condition of their employment in which they 1) state they have no rights to the work, or 2) assign to the University those rights they may hold. Any University employee who makes an assignment of a work to the University can request and will be granted a non-exclusive royalty-free license to reproduce, adapt, perform, or display the assigned work for the employee's own scholarly, research, or creative purposes.

- (vi) For cases not covered by VI.2.B.2.B.(i)-(v), ownership and exclusive rights to license for course materials created by an individual will reside with the creator except as follows: For course content developed for a course for which the usual practice is to share such course content among two or more instructors (e.g., for multi-section laboratory courses), the creator will maintain ownership of the copyright but the University will retain a license for its use within the University.

c. Disclosure

Personally owned copyright works subject to [VI.B.2.a.] of this policy need not be disclosed. However, certain works created subject to [VI.B.2.b.(iv)] of this policy should be disclosed. The creator of any work in which the University may have an ownership interest under [VI.B.2.b.(iv)] of the Copyright Policy shall disclose the work promptly in writing to the University using the disclosure form provided by that group. Such disclosure shall be made as soon as possible when any of the following criteria apply: 1) a third party has a contractual basis for asserting a right to use the work (e.g., as a consequence of a sponsored-research agreement); 2) a third party has expressed interest in obtaining rights to use the work; 3) the creator(s) of the work believe that a third party could become interested in obtaining rights to use the work if made aware of an opportunity to do so; 4) the creator(s) of the work wish to assert personal copyright ownership in the work and so wish to request an institutional determination of their personal standing under the terms of this policy.

In those cases when a disclosure is made in order to request a determination of copyright ownership, the University will provide a copy of the disclosure to the Dean and to the appropriate academic and/or administrative official(s) (Academic Unit Leader, dean, or other supervisor) familiar with the circumstances in which the work in question was created. Such official(s) then in turn will provide any available information relevant to the questions of copyright ownership, rights to any proceeds, and other issues deemed relevant to the situation and prepare an assessment for the Dean. The final determination on these questions shall be the responsibility of the Dean, subject to the right of the creator(s) to appeal any such determination to the President of the University as provided in [VI.C.1.] below. Upon final resolution of the issues raised by the disclosure, the creator(s) and the University, where appropriate, will execute such agreements as are necessary to document clearly the rights and responsibilities of the parties.

d. Distribution of Income

The University shall receive all payments due under a license and shall distribute such earnings under the terms of this policy within 90 days from the end of the quarter in which the earnings were received. Prior to any distribution the University shall recover any out-of-pocket expenses incurred in applying for the licensed copyrights(s), maintaining the licensed copyright(s), or defending the licensed copyright(s). Also prior to any distribution under this policy, the University shall make any payments to others required by agreements, including but not limited to inter-institutional agreements for the management of jointly owned copyrights. Gross University earnings, less its out-of-pocket expenses, less payments required to others, are designated as “distributable income.” Distributable income shall be allocated as outlined below. For clarity, please note the following: 1) The distribution protocols outlined do not apply to personally owned copyright but only to copyrights owned by the University on behalf of the institution; 2) in order to qualify for a share of distributable income allocated to “author(s),” an individual must have held a mutually acknowledged ownership interest in the copyright to the subject work and must have assigned any legitimate copyright ownership that person held to the University; 3) in the event that no authors have assigned personal copyright ownership to the University, no author(s)’ share will be allocated. In this case, all distributable income shall be allocated pro rata to the other recipient groups under

[VI.B.2.d.(ii)] below:

- (i) The first \$50,000 of distributable, cumulative income will go to the author(s).
- (ii) After the first \$50,000 is distributed to the author(s), any further distributable income will be allocated as follows unless income in any fiscal year triggers the conditions below:
 - (a) 40% of distributable income to author(s)
 - (b) 40% of distributable income to the University
 - (c) 20% of distributable income to the department from which the copyright arose
 - (e) Handling copyright works that may be subject to patent protections. Certain works—particularly software—are subject to both copyright protection and patent protection. In the event that a work created at the University is subject to both copyright protection and patent protection, a finding under this policy that copyright to the work will be owned by the author or authors will not obviate the University’s right to claim ownership in any associated patent or patents. The University’s rights in patentable inventions are defined in the University Patent Policy (see [V.B.4.] above).

C. Administration of Copyright Policy

1. Copyright Advisory Group

The University Intellectual Property Policy, of which this Copyright Policy is a component, shall be administered under the oversight of the Dean. The Dean shall be advised on matters pertaining to the Copyright Policy by the Copyright Advisory Group, a subcommittee of the University Intellectual Property Committee. The Intellectual Property Committee, the responsibilities and composition of which are set forth above in Section IV of the University’s overarching Intellectual Property Policy, shall be appointed by the Dean, who also shall designate those of its members who will comprise the Copyright Advisory Group.

The role of the Copyright Advisory Group shall be to advise and make recommendations to the Dean regarding copyright matters, including, but not limited to, the following:

- a. Resolution of disputes concerning the application and interpretation of the Copyright Policy;
- b. Amendments to the Copyright Policy resulting from technological and legislative changes affecting copyright; and
- c. Changes to administrative procedures involved in the implementation of the Copyright Policy.

In addition, the Copyright Advisory Group shall provide a forum to which faculty, staff, and students may refer questions and recommendations about the Copyright Policy.

The day-to-day administration of the Copyright Policy will be performed on behalf of the University by the Dean.

Appeal process. Within 14 calendar days of the Copyright Advisory Group's decision, any University faculty member, staff member, postdoctoral scholar, or student who believes to have been adversely affected by any action or non-action of the Copyright Advisory Group pursuant to the Copyright Policy may request in writing the Group reconsider such action or non-action in writing to the Dean, who shall consult with the Copyright Advisory Group in considering the request for reconsideration. The resulting decision of the Dean may be appealed in writing to the President of the University within 10 calendar days of the Dean's decision. Where the action or non-action forming the basis for the dispute is that of the Dean rather than the Copyright Advisory Group, appeal may be made in writing directly to the President of the University.

The foregoing process does not preclude the use of either informal means to resolve the dispute or applicable grievance procedures normally available to the individual based on the person's University status.

D. Examples

The following examples illustrate how the policy would apply to specific situations and are accompanied by references to the governing policy sections.

1. Case C1: Faculty member A writes an article using a computer and supplies provided by the University. Copyright in the article belongs to A. Faculty member A may choose to assign ownership of this copyright to a journal as part of a publication agreement without institutional involvement. [VI.B.2.a]
2. Case C2: Faculty member B creates a painting using supplies and facilities of the University customarily provided to other faculty members in the unit. Copyright in the painting belongs to B. [VI.B.2.a] Two years later, B sells the painting for \$400. Faculty member B has no obligation to share the proceeds of the painting sale with the University.
3. Case C3: Music faculty member C writes several songs which C proceeds to record on compact disc (CD) and subsequently markets. In the preparation of the CD, C sought the help of the University and received a \$4,000 grant for the specific purpose of funding studio time and associated equipment rental for making the CD. Faculty C retains the music authorship. [VI.B.2.a.] The University may determine that it has rights by assignment of ownership in the CD. [VI.B.2.a.(v.)]
 - a. The CD is marketed and generates \$60,000 in royalties in the first year. If the grant was an internal competitive research grant, Faculty C would retain all rights to the CD and collect all royalties.
 - b. The CD is marketed and generates \$60,000 in royalties in the first year. If the grant was from internal discretionary funds or the University provides significant use of University resources, the University may determine that it has rights by assignment of ownership in the CD [VI.B.2.a.(v.)] and the first call on royalty income would be \$4,000 to defray the investment costs. The next \$50,000 would go to the author, and remaining royalties would be divided according to policy.
4. Case C4: Graduate student D writes a dissertation while serving as a University research assistant. The student owns the copyright in the dissertation since it is an academic requirement, but the supervising University faculty member has a license to use research product and student must show joint authorship if published in a scholarly journal. [VI.B.2.a]
5. Case C5: Staff member E, a nurse, writes a novel at home. Copyright in the novel is owned by E since the work was not created within the scope of University employment. [VI.B.2.a]
6. Case C6: Staff member F, a senior research associate, writes a journal article based on original research conceived by and conducted by F. F owns the copyright in the journal article since it is a scholarly work and is not a specified outcome of F's employment by the University. [VI.B.2.a and VI.B.2.b]
7. Case C7: The Academic Unit Leader of an academic department asks faculty colleague G to write a summary of the department's history for inclusion in the University's General Catalog. G agrees to do so. Copyright of the summary history belongs to the University since it is a specific work created as a consequence of an agreement between faculty member G and a colleague acting on behalf of the

- institution. [VI.B.2.b.(i)]
8. Case C8: The University employs a recently retired administrator H to have said administrator write a history of the University which is to be published. The University owns the copyright and receives any royalties of sales of this history subject to any portion of the agreement with H that would dictate a split of royalties. [VI.B.2.b.(i)]
 9. Case C9: Faculty member I drafts a departmental self-study for the University as part of an academic review of I's department at the University. Copyright of the self-study belongs to the University since I created it while carrying out an administrative assignment from the University. [VI.B.2.b.(ii)]
 10. Case C10: For a number of years, faculty member J worked collaboratively with faculty and staff colleagues to develop successive versions of software designed to control a research apparatus in J's laboratory. Over the years, the various collaborators did not document their individual contributions to the software and memory of any specific individual contributions to the earlier work has faded. Copyright of the current version of the software belongs to the University since any assessment of individual copyright ownership of the current software would be impractical and could result in an unfair determination. The failure to document individual contributions would not, itself, generate institutional ownership, but in this instance documenting the contributions might have made recovery of forgotten facts easier. [VI.B.2.b.(iii)]
 11. Case C11: Faculty researcher K is principal investigator on an institutional contract with an agency of the state. The contract is for the creation of teaching materials for the on-the-job training of social workers employed by the state government. The terms of the contract provide that the state will have an option to license the county government, or to other states and agencies. While K may be the owner of the copyright in the software under copyright law, K has the obligation to assign this ownership to the institution so that the University may meet the contractual requirement to offer the grantee their right to distribute the work. Even though K is the principal investigator (PI) on the original contract proposal, grants and contracts are awarded to the University and not to the PI. [VI.B.2.b.(iv)]
 12. Case C12: Faculty researcher L is principal investigator on a federal grant that provides significant funding to meet the proposed objective of development of a particular piece of medical imaging software. The terms of the federal award neither compel nor empower the University to take ownership of the copyright in the resultant software. Even so, the University has a policy-based opportunity to require L to assign copyright ownership in the software to the institution since use of the grant funds constitutes "significant use of University resources." In assessing its rights to request assignment of a copyright because of the use of grant funds, the University will consider requesting assignment only of copyrights to works specified as objectives of the grant-funded work. In this example, the University would not seek ownership of the copyright in other related works such as journal articles, monographs, or textbooks that may arise from the grant funding since these works are not commonly construed as identified objectives of the grant. To avoid any dispute, faculty member L should work with the Dean prior to distribution of any grant funds to lay the groundwork for the future resolution of any potential conflicting copyright claims. [VI.B.2.b.(v)]
 13. Case C13: Faculty member M is principal investigator of a grant that provides faculty member F with travel funds to visit a library in a foreign country so that F can do research. Later F produces an article based upon this research. Even though faculty member F's efforts were supported by a grant, the copyright belongs to F. Even if preparation of a publication is a specified objective of a grant, the University will not seek assignment of the copyright in that work. [VI.B.2.a]
 14. Case C14: Faculty member N begins to create a copyrightable web-based work that will help high school students select a college. After three months, N realizes that the work cannot be completed without substantial use of University staff computer experts. N requests and receives permission to have access to this expertise. Faculty member N would have been entitled to the copyright in work under this policy if there had been no infusion of substantial resources. However, because of the infusion of University resources, the University may have a claim. Faculty member N should consult with the Dean at the time assistance is requested to lay the groundwork for the future resolution of any potential conflicting copyright claims. [VI.B.2.b.(v)]
 15. Case C15: A professional staff writer, O, at the University prepares original text for a brochure describing research in a college. Even though O prepared original text, the University owns the copyright in the brochure material since it is a reasonably expected product of O's employment. [VI.B.2.b.(v)]
 16. Case C16: Undergraduate student P is an hourly-wage, graphics designer in a University unit. In the course of this work, P prepares a poster for an institutional lecture series. Even though P is a student,

- the University owns the copyright in the poster design since it was prepared as a consequence of P's employment by the institution and not as part of P's educational pursuits. [VI.B.2.b.(v)]
17. Case C17: Faculty Q receives a faculty research grant of \$6,000 that allows the faculty member to travel to several major libraries for researching a segment of Civil War history. Eventually, Q uses the material gained from this research in the preparation and subsequent publication of a monograph published by Academic Press at no expense to the University. Even though some assistance came from a faculty research grant, Q owns the copyright and may convey right of license to the press in return for royalties. The University has no claim on royalties of this publication. [VI.B.2.a and VI.B.2.b.(v)]
 18. Case C18: Faculty R creates a learning module while teaching an online course at the University that R later sells to an online textbook publisher. R owns the copyright on the module and rights to profits, but the University retains an ownership interest and right to use the module, but only if the module was created under a specific agreement or using significant University resources. [VI.A.3.b.(ii) and VI.B.2.a.]
 19. Case C19: Faculty Member S develops an online class for the University. Per course Faculty Member T teaches one section of the online class for the University. S holds the copyright, the University holds a license, and T has a license to use the content to teach the course at the University. T takes the content of the course developed by S to another institution. T has violated both the MSU Creation of Intellectual Property Policy and the MSU Use of Copyright Policy. [I. and VI.B.2.a]
 20. Case C20: Faculty U writes a textbook using a University office, computer, software, internet connection, e-mail, phone, and basic office support. U retains all rights to the book and can assign the copyright to a publisher and retain all royalties. [VI.B.2.a]
 21. Case 21: Faculty V develops handouts for a multi-section course, using a University office, computer, software, internet connection, e-mail, phone, and basic office support. The course normally has several sections taught by different instructors, but other than a common syllabus and common exams, each instructor works independently. V retains all rights to the handouts. [I, VI.B.1 and VI.B.2.B.vi]
 22. Case 22: Faculty W develops laboratory write-ups for a multi-section laboratory course, using a University office, University laboratory space, computer, software, internet connection, e-mail, phone, and basic office support. The laboratory is normally taught by several different instructors using the same instructional materials for the laboratory. W retains ownership of the materials, but the University maintains a license to use the materials for internal use. [VI.B.2.B.vi]

* Thank you to the University of Iowa for allowing the use of their Intellectual Property Policy in developing the Missouri State revised policy.

VII. Faculty Workload Policy

A. Definitions

The term "Equated hours" is used to refer both to credit hours of teaching and to time assigned to activities that are equivalent to credit hours of teaching. The work involved in any activity worth three equated hours will have been determined to be equivalent to the work involved in having sole responsibility for instructing a one semester non-laboratory three-hour undergraduate class with enrollment at typical numbers or with responsibilities that do not significantly increase normal workload.

"Standard workload" is 24 equated hours across an academic year (Fall and Spring) with the exception of instructors without a service component and research-active faculty. For research-active faculty, "standard workload" should approximate 18 equated hours across an academic year (Fall and Spring), subject to college-specific guidelines. The conceptual framework for this standard workload is a total workload of 30 equated hours with six equated hours being allocated for maintaining currency in one's field, advising duties, and normal ~~department~~academic unit, college,

and University service activities. The reference to standard workload in this policy is only applicable to nine month academic appointments.

“Overload” is determined by evaluating the workload assigned to a faculty member in relation to the standard workload as configured for that faculty member. Thus, if a faculty member with a typical nine-hour semester teaching load is asked to teach additional coursework during a semester, then that faculty member’s workload might be considered overloaded. However, even within an ~~department~~ academic unit all courses are not automatically equal.

B. Reason or purpose for the policy

Missouri State University recognizes and supports the important work that faculty members do in and outside of the classroom to impact academic disciplines, students, the University, and communities. In support of that commitment, the following workplace policy was drafted to guide ~~department~~ academic unit, college, and University decisions related to the fair and prudent allocation of faculty workload.

C. Policy statement

All academic colleges and the Library are required to create and maintain a workload policy approved by the Provost that defines the appropriate teaching load equivalence of courses and teaching-related activities (including contact hours) and define what constitutes “research active” faculty. In constructing these policies, the college/units are expected to use selected terms and definitions outlined in this document. Academic Units may develop their own workload policies, but the policies must align with the college/unit level plan. These terms include “equated hours,” “standard workload,” and “overload.”

“Equated hours” is used to refer both to credit hours of teaching and to time assigned to activities that are equivalent to credit hours of teaching. The work involved in any activity worth three equated hours will have been determined to be equivalent to the work involved in having sole responsibility for instructing a one semester non-laboratory three-hour undergraduate class with enrollment at typical numbers or with responsibilities that do not significantly increase normal workload. Academic Unit policies regarding how equated hours are assigned to particular activities are to receive majority approval in departments, be aligned with the college/unit plan and approved by the AUL and the Dean/Director. The process for creating the workload policy should be transparent. Changes made to the college/unit and/or Academic Unit workload policies by any level of academic leadership should be documented, made available, and communicated to the faculty impacted by the change. All college/unit and/or Academic Unit workload policies must be posted on their respective websites upon Provost approval of the college/unit level plans. Workload policies must be reviewed every three years at both the college/unit and Academic Unit level with applicable.

“Standard workload” is 24 equated hours across the academic year with the exception of instructors without a service component. The conceptual framework for this standard workload is a total workload of 30 equated hours with six equated hours being allocated for maintaining currency in one’s field, advising duties, and normal academic unit, college, and University service activities. The ~~departmentally~~ academic unit-approved activities of each faculty member will often vary, and in many cases the standard workloads for individual faculty members will also vary. Research-active faculty members are typically granted a three-hour reassignment per semester to promote scholarly endeavors at the University, resulting in an equated 18-hour instructional workload for an academic year. Research and other agreed upon activities are negotiated between the AUL and the faculty member, with the approval of the College Dean/Director.

The University supports rigorous curriculum at both the undergraduate and graduate levels and clearly and strongly supports faculty involvement in mentoring student research. Thus, the construction of viable workload policies, equitable both within and between colleges/units and/or departments, requires that workload policies address specific courses and the workload of each, program development, coordination, and supervision, individualized research or readings supervision, thesis supervision, extensive off-campus travel associated with job duties, and other activities valued by the college and/or academic unit that increase a faculty members workload (i.e., as measured in equated hours).

“Overload” is determined by evaluating the workload assigned to a faculty member in relation to the standard workload as configured for that faculty member. Thus, if a faculty member with a typical nine-hour semester teaching load is asked to teach additional coursework during a semester, then that faculty member’s workload would be considered overloaded. Any faculty member with a workload assignment that exceeds, according to college/academic unit workload policy, 25 equated hours shall be compensated for being on overload status. It may be reasonable, that as a function of college/unit and/or academic unit workload policies, a faculty member’s standard instructional load may deviate one to two hours above or below nine hours for research active faculty and 12 hours of non-research active faculty. Where a minority of the faculty is performing duties that substantially increase their workload, it is the ~~Department Head~~AUL’s responsibility to ensure the policy is fair and equitable.

Faculty members who are requested to teach overload course assignments have the right to refuse such assignments. If a faculty member chooses to accept an overload assignment, then that faculty member is entitled to overload compensation, to future workload reductions, or to another compensation arrangement mutually acceptable to the faculty member and ~~Department Head~~AUL. Faculty who receive overload compensation will receive a minimum instructional salary based on a scale of 2 1/2% of a nine month base salary per credit hour unless otherwise negotiated with the unit’s direct academic administrator or College Dean. Faculty who choose to accept an overload assignment will be permitted to renegotiate prior established merit weights for teaching, research, and service if applicable.

If a substantial proportion of faculty disagrees with the content of the college/unit and/or department policy or with changes made to the policy by the AUL or College Dean they should attempt to resolve differences of opinion with the focal/relevant academic administrator. If a resolution is not possible then the faculty member may submit a written appeal to the Provost for consideration. Faculty who believe the college/unit and/or Academic Unit policy is not being applied equitably may use the normal appeals process outlined in the [Faculty Handbook](#).

Line of authority

Responsible administrator and office: Provost, Provost Office

Effective Date

Presidential approval: August 7, 2020

APPENDIX B

MISSOURI STATE UNIVERSITY-FINANCIAL EXIGENCY POLICY

The University's primary mission is to develop educated persons by transmitting and producing knowledge. The core function of the University is defined by its mission and, therefore, resides in programs of study and the courses of which they are composed which lead to certification that graduating students have attained an acceptable level of general knowledge and discipline-specific competence. Because the University receives public support and student fees for performing this primary activity, the overarching principle which guides the University in times of financial stringency and exigency through the application of this policy is that the University will first significantly reduce expenditures that subsidize university programs and activities which do not directly contribute to the development of educated persons.

Because of the centrality of University faculty to its primary mission, a financial exigency should be declared only when there is a financial crisis of such magnitude that all other reasonable measures have been taken and there is no reasonable alternative to termination of University employees. No faculty member's employment may be terminated or academic program eliminated for reason of financial exigency absent the declaration of financial exigency by the Board of Governors.

The University engages in continuing reallocation of resources which is unconnected to financial exigency. Sometimes such reallocation may include the relocation or dismissal of personnel or the restructuring of units to serve better the mission of the University. It is expected that these actions will continue during periods of financial stringency and exigency. Such reallocation shall occur with all applicable shared governance procedures as detailed in Section 14 of the Faculty Handbook.

Pre-Exigency Deficit-Reduction Measures: When the Administration declares that it has compelling reason to believe that the University may soon enter a period of financial exigency, or immediately after the President is advised by the Chief Financial Officer that the University will shortly enter a state of financial exigency, whichever comes first, the President shall within two calendar days convene a forum made up of delegations from the Executive Committees of the Faculty, Student, and Staff Senates and representatives of the Administration, with each of the four delegations to consist of five persons. Each delegation shall be afforded immediate access to all relevant financial and budgetary information of the University which relates to the possible exigency. Each delegation would have a single vote. The President of the University will preside at the forum and may participate openly in its discussions and deliberations, but the President will not be considered to be a voting member of any of the four delegations. The forum will be open to the public, though the public will not participate in the discussion.

The forum meeting must determine what measures have been taken, what reasonable further measures short of faculty employment termination ought to be taken, and the amount of the remaining projected deficit, if any. Such expenditure reduction and revenue enhancement measures to be considered should include, but not be limited to, the following (no priority implied): increases in student fees, tuition, and surcharges; increases in charges of rentals, tickets, and retail items; consolidation of administrative functions; salary holdbacks (temporary salary reductions to be repaid); freezing of open administrative, staff and faculty positions; incentives to early retirement; curtailment or elimination of selected non-academic programs, including selected athletic programs; curtailment or elimination of selected student services, including selected scholarships; increased economy in operations and support services and prudent reductions in physical plan expenditures; a moratorium on plant construction.

In addition, the forum must advise the President as to whether the Board of Governors should be asked to declare a state of financial exigency.

Declaration of Exigency: If the President determines, after having given full weight to the findings of the forum, that all reasonable measures to improve the financial situation have been taken and that the situation cannot be alleviated

by less drastic means than a declaration of a state of financial exigency, then the President shall submit a recommendation to the Board of Governors for such a declaration. Accompanying this recommendation shall be a report detailing the rationale for this declaration. This report shall list each recommendation of the forum which has been implemented or endorsed and should explain why any remaining recommendations have not been implemented or endorsed. The Board shall receive, orally and in writing, alternative recommendations from each delegation if offered. Taking into account the findings of the forum, the Administration's recommendations, and alternative recommendations if any are received, the Board must either declare a state of financial exigency or direct the President to take further steps to increase revenues or decrease expenditures short of terminating the employment of faculty members.

Exigency Deficit-Reduction Measures: If the Board declares a state of financial exigency, the Administration must expeditiously (within two days of Board action) convene another forum of the same composition described above to consider means of eliminating the remaining deficit which will, to the greatest extent possible, maintain the credit hour production in courses which meet the four criteria listed below. At this time, in addition to further application of the deficit-reduction and revenue-enhancement measures considered previously, reductions in instructional expenditures will be considered, including the possible elimination of positions within the academic administration, faculty, and staff, consistent with the goal of developing educated persons.

Academic Personnel Reduction During Exigency: If the second forum determines that a reduction in the personnel budget of the Provost must be made, positions within the faculty and academic administration may be identified for elimination in a manner which is distributed across the various colleges without the elimination of programs, or it may be necessary to terminate programs. The distributed cutting of positions is preferable to the elimination of programs because such cutting would least affect the capacity of the University to fulfill its mission. Therefore, the distributed elimination of positions will be given first consideration. Such a distributed elimination of positions would be accomplished through the advice of the Department Heads and Deans. Any distributed elimination of faculty positions would follow the order of consideration in Section 14 of the Faculty Handbook. All faculty whose positions are so terminated would have the rights described in Section 14.

When it becomes apparent to the academic administration that additional distributed cuts will result in an unacceptable reduction in the quality of academic programs, it may become necessary to terminate one or more academic programs as specified below.

Academic Program Elimination During Exigency: Academic programs (as defined in Section 14 of the Faculty Handbook) shall be evaluated for elimination according to four criteria: academic quality; centrality to the University's mission (as described in the current five- or six-year plan); demand for and student enrollment in the program; and cost and cost-effectiveness. The Deans and Provost will create a list of programs that least meet the criteria. The departments containing the listed programs will be immediately notified, and the list will be forwarded to the Executive Committee of the Faculty Senate.

The listed programs will be brought before a special meeting of the Faculty Senate, called in accordance with the Bylaws of the Faculty. The Provost must provide the Faculty Senate with the following: financial information necessary to demonstrate that program terminations are necessary, the total deficit which must be covered by such eliminations, and the projected savings to be realized from the termination of each of the programs presented as candidates for elimination. The Provost must also report the information detailing why the proposed programs least meet the four criteria listed in the preceding paragraph.

During the special meeting, the Senate will hear arguments for and against the elimination of each program presented as a candidate. Those arguments should address the four criteria listed above but are not limited to the four. There will be a Senate vote on each of the programs with a majority vote of the Senators present being sufficient to accept termination of a program. The Senate may also present alternatives to the programs listed by the Provost; however, the departments containing these programs must be given adequate notice before these programs may be brought

before the Senate for debate for possible termination.

If the Senate does not vote to accept termination of enough programs to cover the deficit, the Senate will be called into a second special meeting, within four to seven calendar days, and additional programs which appear least to meet the criteria will be brought forward. Programs which were presented for a vote in the prior meeting but which were not accepted for termination at that time may be revisited.

If again the Senate does not vote to accept termination of enough programs to cover the deficit, the Senate will be called into a third special meeting, within four to seven calendar days. If the Senate still has not agreed to the elimination of sufficient programs by the end of the third special meeting, the administration may recommend termination of the additional programs necessary to meet the deficit.

Approval and Implementation of Exigency Plan: The President will report the plan to meet the exigency at the next meeting of the Board of Governors. This report will include the specific recommendations for the elimination of personnel and programs as determined by the above procedures. The constituent elements of the forum shall also have the right to address the Board through their executive committees, both in writing and in person. The Board of Governors must approve the plan before it may be implemented by the President.

Termination of Exigency: Throughout the period of exigency, the President shall periodically report to the Board on progress made toward alleviating shortfalls and improving financial status. The Board will, at its discretion, declare the end of the exigency. Any of the delegations constituting the forum can petition the Board to declare an end to the exigency.

Post Exigency: After the exigency has been declared over and as financial resources become available, restoration of funds to Academic Affairs will be given priority.

Programs which were eliminated due to exigency may be considered for reintroduction as new programs only through the normal curricular review process as defined in Article VI of the Bylaws of the Faculty.

Amendment of the Missouri State University Financial Exigency Policy: This policy will be changed by the University only through the procedures specified for the amendment of the Faculty Handbook (Section 15.2).

III.B.1.

MISSOURI STATE UNIVERSITY

BOARD RESOLUTION

ACTIVITY REPORT NO. 345-26
Approval of Activity Report for the
month of April 2026

BE IT RESOLVED by the Board of Governors for Missouri State University that the attached Activity Report for the month of April 2026, as presented by Planning, Design and Construction, be accepted and approved.

Melissa Gourley
Board Chair

Passed at meeting of
June 26, 2026

Rowena Stone
Secretary to the Board

COMMENTS:

This report lists activities of Planning, Design and Construction with respect to bids received, notices to proceed, and activity on consultant contracts for projects that are greater than or equal to \$100,000.00 and did not exceed a project budget of \$250,000.00.

It is recommended that the attached report be accepted.

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

April 2026

This report documents activities managed by Planning, Design and Construction for the month of April 2026. The projects listed here are greater than or equal to \$100,000.00 and did not exceed a project budget of \$250,000.00. Those project bids, notices to proceed, and activity on consultant contracts are listed on this activity report.

April 7, 2026

**Renovate Rooms 401, 302, and 304,
Carrington Hall**

**Project Budget
\$190,000.00**

A proposal was received to renovate rooms 401, 302, and 304 at Carrington Hall. Upon approval, a notice to proceed was issued to the Campus Construction Team in the amount of \$59,973.00.

The proposal received on this project is as follows:

Contractor	Proposal
Campus Construction Team	\$59,973.00

The project budget has been established as follows:

Project Budget	
Consulting Fees	\$0.00
Construction Contracts	\$59,973.00
Other Construction Costs	\$7,653.00
Project Administration	\$2,000.00
Construction Contingency	\$40,374.00
Furniture, Fixtures, and Equipment	\$75,000.00
Telecommunications	\$5,000.00
Relocation Costs	<u>\$0.00</u>
Total Project Budget	\$190,000.00

This project will renovate rooms 401, 302, and 304 at Carrington Hall for the Department of Marketing and Communications. Work will include new carpet, floor base, paint, and the replacement of select furniture and signage. Additionally, a wall will be removed between rooms 302 and 304 to merge these two spaces. Work is scheduled to be completed during the summer 2026 semester.

Other construction costs include removal of the floor tile and remediates mastic in rooms 401 and 304.

This project will be funded by the Administrative Service – Non Operating (\$20,000.00) budget, and the President’s Program Enhancement Fund (\$170,000.00).

**Reinforce Tower and Removal of Adjacent Tower,
Darr Agricultural Center**

**Project Budget
\$195,000.00**

Bids were received for the tower reinforcement and removal of the adjacent tower at Darr Agricultural Center. Upon approval, a notice to proceed was issued to Wallace Tower Specialists Company in the amount of \$84,604.00.

The bids received on this project are as follows:

Contractor	Base Bid	Alt. 1A	Alt. 1B	Alt. 1C	Total (Base Bid Only)
Wallace Tower Specialists Company	\$84,604.00	\$70,928.00	\$225,472.00	\$135,408.00	\$84,604.00
Nabholz Construction	\$176,063.00	\$346,267.00	\$324,446.00	\$279,386.00	\$176,063.00

The project budget has been established as follows:

Project Budget	
Consulting Fees	\$80,000.00
Construction Contracts	\$84,604.00
Project Administration	\$9,245.00
Construction Contingency	\$21,151.00
Furniture, Fixtures, and Equipment	\$0.00
Telecommunications	\$0.00
Relocation Costs	\$0.00
Total Project Budget	\$195,000.00

This project includes removal of the 255' guyed broadcast tower at Darr Agricultural Center and serves for broadcasting of KSMU Radio. Work is scheduled to be completed during the summer 2026 semester.

Alternate 1A would have provided structural repairs to the 446.5' guyed tower. Alternate 1B would have provided new guy anchor installation for the 446.5' guyed tower. Alternate 1C would have removed the 446.5' guyed tower. These alternates are not being accepted due to cost and timeline.

This project will be funded by the OPT-BS Insurance Proceeds (\$195,000.00) budget.

III.B.2.

MISSOURI STATE UNIVERSITY

BOARD RESOLUTION

AGREEMENT NO. 492-26

Approval of an Intergovernmental
Agreement Regarding Law Enforcement
Services with Missouri State University
for Fiscal Year 2027

BE IT RESOLVED by the Board of Governors for Missouri State University that the University continue the Intergovernmental Agreement for Law Enforcement Services for Fiscal Year 2027 with the City of Springfield at a cost of \$1,150,382.68; and

BE IT FURTHER RESOLVED that the Intergovernmental Agreement will be effective from July 1, 2026 through June 30, 2027, and will continue on a month-to-month basis as needed; and

NOW, THEREFORE, BE IT RESOLVED by the Board of Governors for Missouri State University that the proposed Intergovernmental Agreement Regarding Law Enforcement Services be approved and that the President of the University or the Vice President for Administrative Services be authorized to sign said Agreement on behalf of the Board of Governors and perform those acts necessary to carry out and perform the terms of the agreement.

Melissa Gourley
Board Chair

Passed at meeting of
June 26, 2026

Rowena Stone
Secretary to the Board

COMMENTS:

The agreement with the City of Springfield provides for law enforcement services associated with the Springfield Police Department and the Missouri State University Springfield Police Substation. This annual contract represents a 0.49% increase from Fiscal Year 2026. This increase of \$5,588.48 covers an increase in salary and benefits for the 10 officers but was somewhat offset by a decrease in transportation and equipment costs.

The annual contract will be distributed between Missouri State University budget accounts as indicated below:

<u>Total Cost</u>	<u>E&G</u>	<u>Residence Life</u>
\$1,150,382.68	\$862,787.01	\$287,595.67

The University General Counsel has reviewed the agreement for legal sufficiency.

ROUTING	(1) ORIGINATING DEPARTMENT	(2) MISSOURI STATE UNIVERSITY	(3) FINANCE DEPARTMENT
ORDER	(4) LAW DEPARTMENT	(5) CITY MANAGER'S OFFICE	(6) CITY CLERK'S OFFICE
EFFECTIVE DATE JULY 1, 2026	TERMINATION DATE JUNE 30, 2027	CONTRACT NUMBER: 2026-0446	
() NEW CONTRACT		(X) RENEWAL OF CONTRACT No. _____	
CITY		BOARD OF GOVERNORS OF MISSOURI STATE UNIVERSITY	
CITY OF SPRINGFIELD 840 BOONVILLE, PO Box 8368 SPRINGFIELD, MO 65802 PHONE (417) 836-7612 FAX (417) 836-4663 ATTN: SGT. JOSH STEELE DEPT: MISSOURI STATE UNIV. POLICE SUBSTATION		BOARD OF GOVERNORS MISSOURI STATE UNIVERSITY 901 SOUTH NATIONAL SPRINGFIELD, MO 65897 PHONE (417) 836-4590 FAX (417) 836-7669 ATTN: VICE PRESIDENT- ADMINISTRATIVE SERVICES	

INTERGOVERNMENTAL AGREEMENT REGARDING LAW ENFORCEMENT SERVICES

THIS AGREEMENT, made and entered into this 16 day of June, 2026, by the parties identified above.

WHEREAS, the City of Springfield, Missouri ("City"), a municipal corporation organized and operating under the Constitution and Laws of the State of Missouri and the Springfield City Charter, and the Board of Governors ("Board") of Missouri State University, a university organized and operating under the Constitution and Laws of the State of Missouri, are mutually desirous of revising, renewing, and extending the period of the preexisting intergovernmental agreement for providing police services within and around the immediate campus area of Missouri State University ("MSU"); and

WHEREAS, the City and the Board are resolved that an agreement providing for enhanced law enforcement services within and around the campus of MSU will be of mutual benefit to the parties to this agreement.

NOW, THEREFORE, IN CONSIDERATION OF THE TERMS AND CONDITIONS HEREIN STATED, THE CITY AND THE BOARD HEREBY ENTER INTO THE FOLLOWING AGREEMENT REGARDING LAW ENFORCEMENT SERVICES TO BE PROVIDED WITHIN AND AROUND THE CAMPUS OF MSU:

A. STAFFING OF THE POLICE SUBSTATION

1. The Board agrees to provide, at its expense, a facility deemed suitable by the City for a police substation, to be located on the MSU campus as defined in Section B.1. of this agreement.

2. The City agrees to staff the police substation located on the MSU campus as promised herein. The Springfield Police Department expressly reserves and retains the right to direct and supervise all police personnel assigned to the police substation at all times this agreement is in effect. If requested, the Board agrees to provide approximately 2 hours per week of clerical assistance for the substation operation. The City will provide personnel and equipment for the purpose of staffing the police substation in accordance with the following schedule:

a. The City agrees to staff the MSU substation with ten (10) full-time police officers. The minimum staffing of the MSU substation shall not fall below eight (8) full-time police officers, unless officers are reassigned pursuant to Section B, Paragraph 5 below. Those ten (10) police officers shall consist of: eight (8) police officers, one (1) police sergeant, and one (1) police corporal. In the event that the staffing is reduced to eight (8) full-time police officers, the officers shall consist of: seven (7) police officers, one (1) police sergeant or acting sergeant. The City agrees to provide 24-hour, 7-days per week police services on the campus. This will be accomplished through the assigned staff and the use of overtime. At the request of MSU, one (1) additional police officer may be added to bring the MSU substation to eleven (11) full-time police officers to reduce the overtime cost, provided sufficient notice is given to the Springfield Police Department to allow for the inclusion of the additional position into the recruit academy.

b. The division of costs for the ten (10) police officers provided to MSU under the terms of this agreement shall be that MSU fund 80% and the City fund 20% of the combined total of the salaries of the ten full-time officers assigned to the substation. The term "salaries" as used in this paragraph shall include: the officers' base salary and benefits. Should the parties agree in writing to increase the staffing of the substation to more than ten (10) officers, MSU shall be responsible for the entire salary of any additional officer assigned to the substation. If the staffing shall fall below ten (10) police officers pursuant to Section B, Paragraph 6 below for a period in excess of fourteen (14) days, MSU shall only be responsible for 80% of the total salaries of the remaining officers. (See Exhibit B attached hereto and incorporated herein by reference.)

c. Officers of the MSU substation who participate in special safety and enforcement projects agreed to between MSU safety and security staff and the Police MSU Substation Supervisor within and around the campus of MSU will be compensated at the guaranteed rate of time and one-half (money or compensatory time) for the actual time during which the officer is engaged in the performance of the special project. The cost of such compensation shall be reimbursed by the Board. Assignment of officers to such MSU special safety or enforcement projects is at the discretion of the Police MSU Substation Supervisor.

d. FISCAL YEARS SUBSEQUENT TO FY 13-14

(1) The parties may reassess the staffing needs for the police substation on an annual basis, or more frequently if either party deems it necessary to do so.

(2) The parties agree that the staffing levels designated in paragraph A.2.a will be continued for so long as this agreement is in effect, provided the staffing levels are not adjusted or revised in accordance with the terms and conditions of this agreement.

e. The City agrees to require all officers working on the MSU campus to attend MSU's Campus Security Authority training in compliance with the Jeanne Clery Disclosure of Campus Security Policy and Campus Crime Statistics Act (Clery Act). In addition, the City agrees to notify MSU of incidents being investigated by the SPD that pose an imminent or impending threat to the campus. The notification will be made in a timely manner that allows MSU to notify the campus community to take protective actions as required in the Clery Act.

3. The City agrees to designate one (1) substation officer to participate in the University's Behavioral Intervention Team (BIT) meeting, occurring weekly on Wednesdays at 10:00 a.m. in room 415 of Plaster Student Union, and as may be otherwise modified from time to time. Such dedicated officer shall liaison with the University's BIT at no additional cost to the University and consistent to the University's obligations under the Family Educational Rights and Privacy Act of 1974, 20 U.S.C. § 1232g; 34 CFR § 99 et seq. ("FERPA").

B. LAW ENFORCEMENT SERVICES TO BE PROVIDED BY THE CITY

1. The parties agree and understand that the primary purpose of the police substation is to bring the police and the campus community together in a unified effort to: (1) enhance public safety, (2) prevent crime, and (3) to make this, as a neighborhood, a better place to live. The parties therefore commit to exercise their best efforts to cooperate and communicate regarding matters of obvious concern. Recognizing the University may have helpful information, both parties are committed to open communication and, as appropriate, exchange of information. Nothing in this paragraph should be construed to require the divulgence of confidential or privileged information. The objective will be to create positive interaction and to establish a partnership between police and the campus community as defined in this section in the process of problem identification and problem resolution. MSU authorizes City of Springfield to enforce City of Springfield ordinances as well as state law on the campus.

a. The MSU campus is identified and delineated in the map, Exhibit A, and incorporated herein by reference. The MSU campus is generally described as two adjoining sections with the first area bounded by one block east of National Avenue on the east; Loren Street on the south; Kimbrough Avenue to the west; and St. Louis Street on the north; with the second area bounded by Benton Avenue/Kimbrough Avenue on the east; Walnut Street on the south; Main Avenue on the west and Tampa Street on the north. In addition, it is agreed that SPD officers assigned to the MSU Police Substation will routinely patrol and provide police services to all other satellite facilities owned or leased by MSU within the corporate city limits of the city of Springfield.

b. In addition to the defined area just described, the term "in and around the MSU campus area" shall include the perimeter streets, and shall also include all recognized Greek fraternity and sorority houses, without regard to their location, whether inside or outside the defined area.

2. Springfield police officers assigned to the police substation will work flexible shifts in accordance with the calls for service and crime-problem identification demands, based upon a 40 hour work week for each officer assigned.
3. The Springfield Police Department will assign an extra officer to the substation when requested, on designated Friday and Saturday nights, such as at the beginning and end of the school year, as determined by the substation supervisor.
4. Springfield police officers assigned to the police substation will provide a visible police presence to the MSU campus area.
5. The Springfield Police Department will investigate all accidents involving MSU and Bearline vehicles within the City of Springfield or on MSU property when requested.
6. The parties expressly agree and stipulate that, notwithstanding any other provision of this agreement to the contrary, the Springfield Police Department reserves and retains the right to temporarily reassign police officers assigned to the police substation to other duties in the following situations:
 - a. Emergency situations. In cases of emergency, or extraordinary needs for service in other locations the Springfield Police Department reserves and retains the right to utilize those officers assigned to the MSU substation as needed, for the duration of the emergency, including below the minimum staffing noted in Section A.2.A, if needed.
 - b. Staffing shortage reassignment. Staffing shortage reassignment shall mean reassignment of up to two (2) of the ten (10) police officer positions to a location other than the MSU substation on a full-time basis. In the event of reassignment, the City expressly agrees to restore the staffing of the police substation to the levels set out in Section A of this agreement as soon as possible in light of existing circumstances. Any reassignment will adhere to the minimum staffing levels agreed to in Section A.2.A.
 - c. Temporary reassignment. Temporary reassignment shall mean reassignment of MSU substation police officer positions to a location other than the MSU substation which reduces the MSU substation staffing below eight (8) positions on a full-time basis. Temporary reassignment may only be done by mutual agreement and for a specified amount of time.
7. The parties agree and understand that police officers assigned to the police substation will on occasion be absent from their duties as a result of illness, vacation leave, personal leave, funeral leave, compensatory time, training time, court appearances, military leave, and other similar causes of absence. In such cases the existing workload will be assumed by other members of the police substation staff. In the event an absence of any officer assigned to the police substation exceeds fourteen (14) days, the City will review the staffing needs of the police substation and will assign such additional personnel as may be necessary to the effective functioning of the unit depending upon availability of personnel.
8. The parties agree and understand that assignment to the MSU Substation will not penalize assigned employees and will not in any way threaten employment rights, promotional opportunities, training opportunities, or fringe benefits.
9. The Chief of the Springfield Police Department and the MSU President, or their designees, shall be responsible for developing all necessary procedures for the coordination of services between the two agencies.
10. The substation will maintain records which are available to the President (or his designee) to include but not limited to:
 - a. Substation payroll records.
 - b. Time sheet and detailed billing information sufficient for invoice reconciliation.
 - c. Work schedule of substation officers.
 - d. Calls For Service data within the designated substation area as defined by this contract.
 - e. Appropriate crime statistic information sufficient for Federal Clery reporting.
 - f. Provide information consistent with legal restrictions from police reports.
 - g. Equipment purchase orders.

h. Data by city service center.

C. RESPONSIBILITIES OF THE BOARD OF GOVERNORS

1. The Board agrees to provide and maintain a facility mutually deemed suitable by the City and the Board for a police substation, to be located in the MSU campus area as defined in Section B.1. of this agreement. The Board agrees to bear sole responsibility for the cost of operating and maintaining such facility for so long as this agreement is in effect.
2. The Board agrees to pay for services provided by the City in a total amount not to exceed One Million One Hundred Fifty Thousand Three Hundred Eight-Two Dollars and Sixty-Eight Cents (\$1,150,382.68) based on the cost projections set forth in Exhibit B and C attached hereto and incorporated herein by reference.
3. The Board agrees to pay the cost of the overtime, uniform allowance, equipment depreciation, transportation, software and training costs of all full-time officers assigned to the substation based on the cost projections set forth in the attached Exhibits B and C, attached hereto and incorporated herein by reference.
4. The City will bill the Board on a monthly basis for law enforcement services provided pursuant to this agreement. The Board shall remit to the city, money owed to the City under the terms of this agreement, on or before thirty (30) days after the date of the invoice, unless there is a dispute regarding the amount of the invoice in which case the parties agree to meet and discuss in good faith the invoice amount.
5. The Board agrees to provide an e-bicycle for each substation officer. The e-bicycle will meet the Springfield Police Department's specifications and will be replaced on a three-year cycle.

D. OTHER TERMS AND CONDITIONS

1. Conflicts. No salaried officer or employee of the City, and no member of the City Council or the Board shall have a financial interest, direct or indirect, in this contract. A violation of this provision renders the contract void.
2. Liability. The City hereby agrees to assume responsibility for the liabilities imposed by law on its employees, agencies, and institutions, including but not limited to all actions of its police officers undertaken on the MSU campus. The Board hereby agrees to assume responsibility for the liabilities imposed by law on its employees, agencies, and institutions. Nothing herein shall be construed to waive any sovereign, official or governmental immunity applicable to either party, its board or council members, officers or employees.
3. Notices. All notices required or permitted herein under and required to be in writing may be given by first class mail addressed to the Springfield City Manager, 840 Boonville, Springfield, Missouri 65802, and to the Board of Governors, Missouri State University, 901 South National, Springfield, Missouri 65897. The date of delivery of any notice shall be the date falling on the second full day after the date of its mailing.
4. Jurisdiction. This agreement and every question arising thereunder shall be construed and determined according to the laws of the State of Missouri. Should any part of this agreement be adjudicated, venue shall be proper only in the Circuit Court of Greene County, Missouri.
5. Termination of Agreement. Either party shall have the right to terminate this agreement upon giving written notice of intent to terminate to the other party at least 180 days prior to the date of termination.
6. Failure of Appropriations and Cancellation of Agreement. The parties mutually agree and understand that continuation of this agreement is subject to annual budget appropriations. Subject to the requirements of Section D.5., should the Springfield City Council or the Board fail to appropriate funds to continue staffing of the police substation, this agreement may be terminated by either party as of the last date upon which appropriated funds are available to either or both parties for continuation of staffing under the agreement.
7. Nondiscrimination. The parties agree not to discriminate on the basis of age, sex, religion, disability, race, national origin, ancestry, veteran status, sexual orientation, gender identity, or color, in employment, accommodation or provision of services in carrying out the terms and provisions of this agreement.
8. Term of the Agreement. Subject to all of the foregoing terms and conditions, the term of this Agreement shall be from July 1, 2026 through June 30, 2027. Thereafter, the parties may annually renew the Agreement for successive periods under such terms and conditions as may be agreed to at that time. Each addendum or renewal of the Agreement shall be in written form, executed by the Springfield City Manager and the President for MSU, on such terms and conditions as may be agreed

to by the City Manager and the President for MSU. Should the term of this contract end without a renewal being timely enacted, parties shall continue to follow these contract terms on a month-to-month basis until such time a new contract can be executed or one of the parties terminates the contract pursuant to Paragraph D.5 above.

9. Compliance with all laws. The parties agree to abide and follow all federal, state, and local laws in performing the duties set forth in this contract including, without limitation, Mo. Rev. Stat § 173.2050, which requires the parties to establish and follow certain policies and protocols regarding sexual assault, domestic violence, dating violence, and stalking involving Students and other members of MSU's campus community. Said policies and protocols are shown in Exhibit D, which is attached hereto and incorporated herein by reference.

IN WITNESS WHEREOF, the parties hereto have set their hands and seals on the day and year herein stated.

APPROVED AS TO FORM

The Board of Governors of Missouri State University

By: _____
Attorney for Board of Governors

By: _____
President of the University or designee

APPROVED AS TO FORM

The City of Springfield, Missouri

By: 
Chris Hoeman (Jun 16, 2026 17:04:57 CDT)
City Attorney or designee

By: 
City Manager or designee

CERTIFICATE OF DIRECTOR OF FINANCE

I certify that the expenditure contemplated by this document is within the purpose of the appropriation to which it is to be charged and that there is an unencumbered balance of appropriated and available funds to pay therefor.


Director of Finance or his designee

EXHIBIT A MSU CAMPUS MAP

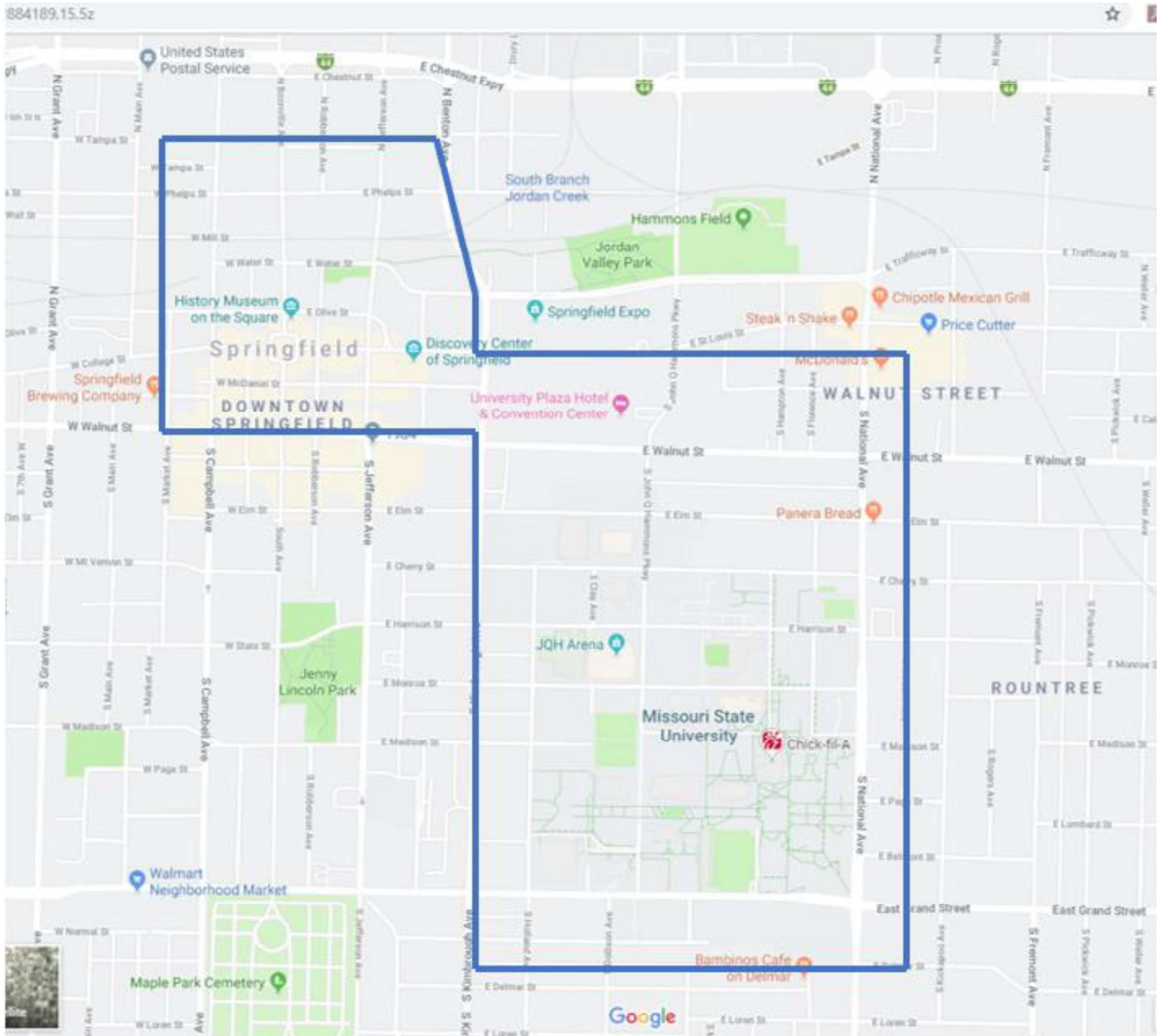


EXHIBIT B
Cost of MSU Substation Account
FY 2026-2027

	Totals
SALARIES / BENEFITS*	
Sergeant (1), Corporal (1), and Officers (8)	
MSU Cost – 80% of Total Cost _____	\$992,516.00
OVERTIME _____	\$106,553.00
Subtotal: _____	\$1,099,069.00
OVERHEAD:	
UNIFORM ALLOWANCE (10 Officers) _____	\$14,500.00
TRAINING COST _____	\$4,400.00
TRANSPORTATION AND SOFTWARE COST ** _____	\$32,413.68
Subtotal: _____	\$51,313.68
Total Contract Amount _____	\$1,150,382.68

* Salary information is calculated at actual officer's salaries and top step for vacant positions and includes longevity pay, education incentive, pension contribution, Medicare, workers' comp, etc.
Salaries and Benefits above is 80% of cost.

** (See Exhibit C)

EXHIBIT C
MSU Substation Transportation, Equipment and Software Cost
FY 2026-2027

Transportation

	2025 (2501)	2021 (2158)	2017 (2720)	2016 (2111)
	Ford Interceptor	Ford Interceptor	Ford Explorer	Ford Explorer
Purchase cost	78,607.58	48,017.43	\$48,048	\$38,350.00
7 Year Depreciation	11,229.65	6,859.63	Fully Depreciated	Fully Depreciated

Annual Depreciation for two (2) vehicle	\$18,089.28
Fuel Cost **	\$7,130.00
Maintenance and Repair Cost **	\$4,175.00
Vehicle Subtotal	\$29,394.28

Equipment

Ten (10) Body Worn Cameras are fully depreciated.

Five (5) e-Bikes are fully depreciated.

Software

Ten (10) Office 365 annual software license fees \$301.94 each

Software Subtotal **\$3,019.40**

Total Annual Transportation, Equipment and Software Cost **\$32,413.68**

* Cost of the vehicle with standard law enforcement, including mobile data terminal and emergency equipment. All equipment will be maintained in good working order.

**Figure based on actual and averages for FY26 (July 2024-June 2025). Figures from Fleet Administrator.

EXHIBIT D
Policies and Protocols Regarding
Sexual Assault, Domestic Violence, Dating Violence, and Stalking

Consistent with the provisions of Title IX of the Education Amendments of 1972, 20 U.S.C.A. § 1681, *et seq.* ("Title IX"), and the Violence Against Women Act ("VAWA"), MSU will investigate all reports of sexual assault, domestic violence, dating violence and stalking that are brought to MSU's attention, regardless as to where the conduct is alleged to occur, which involve member(s) of the MSU campus community. (Note: Such reports will be investigated by MSU regardless as to where the conduct is alleged to have occurred, in that MSU is obligated to determine whether the alleged conduct occurred in the context of an educational program or activity, or has continuing effects on the MSU campus or in an off-campus educational program or activity.)

Consistent with the requirements of Title IX and VAWA, and the directives of the Department of Education's Office for Civil Rights ("OCR"), MSU will honor the wishes of a complainant/victim as to whether to notify the Springfield Police Department of an incident of alleged sexual assault, domestic violence, dating violence and or stalking. The reporting of any such offense will be the choice and the responsibility of the complainant/victim. Notwithstanding the foregoing, nothing in this Exhibit D shall be construed so as to preclude the Springfield Police Department from investigating any and all allegations of criminal activity – including allegations of sexual assault, domestic violence, dating violence, or stalking – that are reported to the Springfield Police Department or otherwise come to the attention of the Springfield Police Department.

Subject to its obligations under the Family Educational Rights and Privacy Act of 1974, 20 U.S.C. § 1232g; 34 CFR § 99 *et seq.* ("FERPA"), MSU will cooperate with the Springfield Police Department, in terms of any law enforcement investigation of sexual assault, domestic violence, dating violence and or stalking involving members of the MSU campus community, if authorized by the complainant/victim or pursuant to a lawfully issued search warrant, subpoena, or court order. The Springfield Police Department agrees to use best efforts to communicate with MSU regarding investigations or reports of sexual assault, domestic violence, dating violence and or stalking involving members of MSU's campus community, provided that such communication, in the reasonable estimation of the Springfield Police Department or the Greene County Prosecuting Attorney, will not jeopardize the integrity of an investigation, or subsequent prosecution, of sexual assault, domestic violence, dating violence and or stalking.

Depending on the facts and circumstances of an individual case, one or both parties may have jurisdiction to investigation incident of sexual assault, domestic violence, dating violence and or stalking involving members of the MSU campus community. The term jurisdiction, as used herein, means that MSU shall have jurisdiction to conduct investigations consistent with its Title IX/VAWA obligations and its educational interests, whereas SPD shall have jurisdiction to conduct investigations from a law enforcement/criminal perspective. Both parties understand and agree that such investigations are independent and may happen simultaneously, and agree to provide one another with as much courtesy and communication as may be possible, given the facts and circumstances of the individual case.

The parties acknowledge and agree that this Exhibit D is intended fully conform to the requirements of Mo. Rev. Stats. § 173.2050. The parties further acknowledge that, pursuant to Mo. Rev. Stat. § 173.2050.3, the Missouri Department of Public Safety has been charged with promulgating rules and regulations by August 28, 2016, to facilitate the implementation of the requirements of Mo. Rev. Stat. § 173.2050. Thus, the parties agree to evaluate any and all such promulgating rules and regulations, and to work together in good faith to modify their collaborative practices and, as necessary, this Exhibit D, to ensure continued legal compliance.

III.B.3.

MISSOURI STATE UNIVERSITY

BOARD RESOLUTION

BIDS & QUOTATIONS NO. 1642-26

Approval of proposals and award of contracts to renovate rooms 422 and 424 at Carrington Hall

BE IT RESOLVED by the Board of Governors for Missouri State University that the proposal from the Campus Construction Team in the amount of One Hundred Three Thousand Five Hundred Forty-one and 00/100ths dollars (\$103,541.00) and the proposal from Gerken Environmental Enterprises Inc. in the amount of Ten Thousand Six Hundred Ninety-five and 00/100ths dollars (\$10,695.00) to renovate rooms 422 and 424 at Carrington Hall be accepted, approved, and awarded.

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

Project Budget

Consultant Fees	\$0.00
Construction Costs	\$103,541.00
Other Construction Costs	\$10,695.00
Project Administration	\$2,000.00
Construction Contingency	\$56,764.00
Furniture, Fixtures, and Equipment	\$135,000.00
Telecommunications	\$28,000.00
Relocation Costs	\$4,000.00
Total Project Budget	\$340,000.00

Funding Source

Reno Carrington Hall, Rm 422/424 budget	\$340,000.00
Total Funding Source	\$340,000.00

BE IT FURTHER RESOLVED that this be paid from the Reno Carrington Hall, Rm 422/424 budget funded by the Institutional Effectiveness Office and Institutional Research budgets.

BE IT FURTHER RESOLVED that the Vice President for Administrative Services or the University Architect and Director of Planning, Design and Construction be authorized to sign the agreement with the firm selected, incorporated herein by reference, and perform those acts necessary to carry out and perform the terms of the agreement. With approval of the above project budget, authorization is also provided to further sign agreements, amendments to existing agreements, and/or easements directly related to this project as long as the approved project budget is not exceeded.

Melissa Gourley
Board Chair

Passed at meeting of
June 26, 2026

Rowena Stone
Secretary to the Board

COMMENTS:

This project renovates rooms 422 and 424 at Carrington Hall. Work includes new carpet, paint, ceiling tiles, and furniture. The work is scheduled to be completed during the fall 2026 semester.

Other construction costs include asbestos abatement of contaminated flooring.

This project will be paid from the Reno Carrington Hall, Rm 422/424 budget funded by the Institutional Effectiveness Office (\$40,000.00) and Institutional Research (\$300,000.00) budgets.

III.B.4.

MISSOURI STATE UNIVERSITY

BOARD RESOLUTION

AGREEMENT NO. 493-26

Approval of License Agreement for Tower
Attachments Between Missouri State
University and Missouri State Highway
Patrol

WHEREAS, Missouri State University operates a transmission tower and equipment at its site at the Northwest Quarter of the Southwest Quarter of Section 31, Township 22 North, Range 21 West, Taney County, Missouri; and

WHEREAS, the Missouri State Highway Patrol has leased tower space at this site since July 1995 under Lease #10600555, most recently renewed in July 2016, for the attachment and operation of communications equipment; and

WHEREAS, the leasing of excess antenna and feedline capacity on the University's tower provides revenues to support the operation and maintenance of the University's radio towers and public radio network; and

WHEREAS, the parties desire to enter into a new License Agreement for Tower Attachments, effective July 1, 2026, for a one-year term automatically renewable for up to nine (9) additional one-year terms, at a license fee of \$1.40 per month per foot of coaxial cable on the tower, with the current cable footage agreed to be 375 feet; and

NOW, THEREFORE, BE IT RESOLVED by the Board of Governors of Missouri State University that the License Agreement for Tower Attachments between the Board of Governors of Missouri State University and the Missouri State Highway Patrol, effective July 1, 2026, is hereby approved; and

BE IT FURTHER RESOLVED that the Vice President for Administrative Services be authorized to execute the License Agreement for Tower Attachments and to perform those acts necessary to carry out and complete the contemplated transaction and all future renewals related to Lease #10600555.

Melissa Gourley
Board Chair

Passed at meeting of
June 26, 2026

Rowena Stone
Secretary to the Board

COMMENTS:

This License Agreement for Tower Attachments is a continuation and renewal of Lease #10600555 originating in July 1995 between the Board of Governors of Missouri State University and the Missouri State Highway Patrol, subsequently renewed in July 2016.

The Agreement authorizes the Missouri State Highway Patrol to attach and operate communications equipment on the University's KSMU-FM tower in Taney County, Missouri. The license fee is \$1.40 per month per foot of coaxial cable, with the current agreed cable footage of 375 feet. The Agreement commences July 1, 2026, for a one-year term and is automatically renewable for up to nine additional one-year terms unless either party provides 90 days' written notice of intent not to renew.

The Agreement has been reviewed by the Office of General Counsel.

MISSOURI STATE UNIVERSITY

BOARD RESOLUTION

HUMAN RESOURCES NO. 1809-26

Approval of actions concerning
Academic Employees

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

RANKED FACULTY APPOINTMENT:

<u>Name</u>	<u>Position-Department</u>	<u>Salary</u>	<u>Effective</u>
Magdalena Toda	Dean College of Natural & Applied Sciences Professor with Tenure Mathematics (12-month appointment)	\$198,000 annually	07/01/26
Malynne Atkinson	Instructor Greenwood Laboratory School	\$47,500 annually	08/01/26
Sara Burge	Assistant Professor English	\$62,000 annually	08/01/26
Ahn Ji Hyun	Assistant Professor Marketing	\$134,000 annually	08/01/26
Robin Parrish	Instructor Greenwood Laboratory School	\$47,500 annually	08/01/26
Adele Williams	Assistant Professor English	\$62,000	08/01/26

UNRANKED FACULTY APPOINTMENTS (Term):

<u>Name</u>	<u>Position-Department</u>	<u>Salary</u>	<u>Effective</u>
Kathryn Delange	Instructor School of Special Ed, Leadership & Professional Studies	\$45,000 annually	08/01/26 05/14/27
Kara McBain	Artist-in-Residence Music	\$55,000 annually	08/01/26 05/14/27
Charles Pincombe	Artist-in-Residence Music	\$55,000 annually	08/01/26 05/14/27
Lorraine Stippec	Artist-in-Residence Theatre & Dance	\$55,000 annually	08/01/26 05/14/27

(See Addendum A for Per Course Faculty Appointments)

(See Addendum B for Summer Appointments)

(See Addendum C for Supplemental Payments)

(See Addendum D for Graduate Teaching Assistant Appointments)

RESIGNATIONS:

<u>Name</u>	<u>Position-Department</u>	<u>Effective</u>
Adam McGee	Assistant Professor School of Agricultural Science & Conservation	05/30/26
Kenneth Brown	Chief Academic Strategy Officer Provost Office (12-month Appointment)	07/14/26
Jennifer Lowenthal-Hershey	Instructor Information Tech & Cybersecurity	07/31/26
Nicole West	Associate Professor School of Special Ed Leadership & Professional Studies	07/31/26

RETIREMENTS:

<u>Name</u>	<u>Position-Department</u>	<u>Effective</u>
Steven Capps	Director of Learning Diagnostic Clinic School of Mental Health & Behavioral Science Assistant Professor Psychology	07/31/26
Pamela Correll	Associate Professor School of Teaching, Learning & Developmental Science	07/31/26
Denise Cunningham	Professor School of Teaching, Learning & Developmental Science	07/31/26
Mark Given	Associate Professor Languages, Cultures & Religions	07/31/26
Cathy Pearman	Professor School of Teaching, Learning & Developmental Science	07/31/26

William Agnew	Associate Professor	12/31/26
	School of Special Ed, Leadership & Professional Studies	

NON-REAPPOINTMENTS:

<u>Name</u>	<u>Position-Department</u>	<u>Effective</u>
V. Jane Ward	Instructor	07/31/26
	School of Teaching, Learning & Developmental Science	
Justin Wittrock	Visiting Assistant Professor	07/31/26
	Physics, Astronomy & Materials Science	

LEAVE WITH PAY:

<u>Name</u>	<u>Position-Department</u>	<u>Effective</u>
William Agnew	Associate Professor	08/01/26
	School of Special Ed, Leadership & Professional Studies	12/11/26

SABBATICALS:

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

Djene Bajalan	Associate Professor, History Fall 2026 Several interrelated projects examining the evolution of Kurdish political consciousness within the context of Ottoman and post-Ottoman state formation, nationalism, and imperial modernity.
Sarah Baker	Associate Professor, School of Teaching, Learning & Developmental Science Spring 2027 Project examines care as a form of intellectual, relational, and ethical labor within the lived experiences of mothers and teachers.
Yue Cui	Assistant Professor, Mathematics Fall 2026 Nonparametric modeling and software development for complex and high-dimensional data with covariates.
Ngoc Do	Associate Professor, Mathematics Spring 2027 Inverse problems research, course development, and mathematical outreach.

Jamie Grigsby	Associate Professor, Marketing Spring 2027 Research whether storytelling reduces the effectiveness of fear appeals.
William Harwood	Associate Professor, Political Science & Philosophy Fall 2026 Collect data on ancient (Minoan, Mycenaen, Greek) depictions of the Other (barbaroi, literally “non-Greek-speaker.”including but not limited to Africans, Asians, Europeans, etc.) in material culture by visiting sites throughout mainland Greece and the Aegean, and to combine these with ancient Greek textual accounts, with the goal of creating an edited volume tentatively entitled sourcebook of the Ancient Other: from Prehistory to Hellenism, thus filling a long overdue definitive contribution at the intersection of ancient Greek Philosophy and Philosophy of Race and Racism.
Daniel Ketter	Associate Professor, Music Fall 2026 Record and tour works commissioned by Cello Teaching Repertoire Consortium.
Elizabeth King	Associate Professor, School for Teaching, Learning & Developmental Science Fall 2027 Project addresses a gap in research on how preschool teachers can support children’s social-emotional development.
La Toya Kissoon-Charles	Associate Professor, Biology Spring 2027 Evaluating the performance of floating wetlands on chemical and biological characteristics of southwest Missouri reservoirs.
Jun Luo	Professor, School of Earth, Environment & Sustainability Spring 2027 From Data to Decision – The Development of an Integrated Watershed Assessment Platform for Missouri.
Jocelyn Milana	Associate Professor, Communication, Media, Journalism & Film Fall 2026 Work on a short film: Sampaguita, is a 30-minute short narrative film about a closeted Filipina-American teen in the Midwest who navigates the pain of her first romantic heartbreak with her best friend.

Jeremy Neely	Associate Professor, History Spring 2027 How Midwestern soldiers and civilians experienced the Civil War as a shared struggle.
Eric Nelson	Professor, History Academic Year 2026/2027 Rural Identities in Ancient Regime France: Place, Memory, and Material Culture in the Central Loire Valley 1450 – 1789.
Brian Ott	Distinguished Professor, Communication, Media, Journalism & Film Fall 2026 Research on a scholarly book titled Digital Beings: How Digital Media's Structural Biases Shape Our Habits of Mind.
Wenping Qiu	Distinguished Professor, School of Agricultural Science & Conservation Fall 2026 Pursue collaborations with JKI – Institute of Grapevine Breeding and the Institute of Phytomedicine in Germany.
Arbindra Rimal	Professor, School of Hospitality & Agricultural Leadership Fall 2026 Work on Project titled “Advancing Knowledge and Outreach on Selected Missouri Specialty Crops Grown Using Regenerative Agricultural Practices.”
Erich Steinle	Associate Professor, Chemistry & Biochemistry Spring 2027 Development of Analytical Sensors based on Polymeric Membranes containing Erbium (III) Porphyrin, utilizing Potentiometric, Chromatographic and Spectroscopic Methods.
Duat Vu	Associate Professor, Art & Design Spring 2027 Painting 2 series of paintings in oil.
Erin Wehrman	Associate Professor, Communication, Media, Journalism and Film Spring 2027 Research project that includes two studies to identity and caregiving in families within the context of dementia.

Brooke Whisenhunt Professor, School of Mental Health & Behavioral Sciences
Fall 2026
Develop a digital adaptation of the SAWBS called the Self-Esteem Pie (SEPi)

Sarah Williams Professor, Art & Design
Academic Year 2026/2027
Reimagining My Relationship to the Rural Midwest Through Painting.

CHANGE OF STATUS:

<u>Name</u>	<u>Position-Department</u>	<u>Action</u>	<u>Effective</u>
Jesse Carroll	Assistant Professor School of Agricultural Science & Conservation From: \$62,400 annually To: \$74,989 annually	Salary Adjustment	05/01/26
Thomas Kane	From: Professor School of Mental Health & Behavioral Science To: Faculty Emeritus School of Mental Health & Behavioral Science	Status Change	06/01/26
Daniel Simmons	From: Associate Dean Reynolds College of Arts, Social Sciences and Humanities Associate Professor Communication \$155,100 annually (12-month appointment) To: Interim Associate Provost for Student Success Student Success Associate Professor Communication \$155,100 annually (\$2,000 monthly supplemental)	Status Change	06/02/26

Gabriel Ondetti	From: Professor Political Science & Philosophy \$86,469 annually To: Interim Department Head Political Science & Philosophy \$86,469 annually (\$3,500 monthly supplemental)	Status Change	07/01/26
Steven Capps	From: Director of Learning Diagnostic Clinic Assistant Professor School of Mental Health & Behavioral Science To: Faculty Emeritus School of Mental Health & Behavioral Science	Status Change	08/01/26
Denise Cunningham	From: Professor School of Teaching, Learning & Developmental Science To: Faculty Emeritus School of Teaching, Learning & Developmental Science	Status Change	08/01/26
Mark Given	From: Associate Professor Languages Cultures & Religions To: Faculty Emeritus Languages Cultures & Religions	Status Change	08/01/26
Melida Gutierrez	From: Distinguished Professor School of Earth, Environment & Sustainability To: Faculty Emeritus School of Earth, Environment & Sustainability	Status Change	08/01/26
Melinda Hammerschmidt	From: Instructor Greenwood Laboratory School To: Faculty Emeritus Greenwood Laboratory School	Status Change	08/01/26

Steven Jones	From: Professor School of Special Ed, Leadership & Professional Studies To: Faculty Emeritus School of Special Ed, Leadership & Professional Studies	Status Change	08/01/26
Kip Thompson	From: Associate Professor School of Health Sciences To: Faculty Emeritus School of Health Sciences	Status Change	08/01/26
Scott Wallentine	From: Associate Professor School of Health Care Professions To: Faculty Emeritus School of Health Care Professions	Status Change	08/01/26

REAPPOINTMENT:

(Effective August 10, 2026, unless otherwise noted)

COLLEGE OF AGRICULTURE

School of Hospitality & Agricultural Leadership

Matt Bekebrede	Instructor
Clara Dickinson	Instructor (07/01/26 to 06/30/27)
Wajeana Bonczyk	Senior Instructor
Nichole Busdieker-Jesse	Senior Instructor

School of Agricultural Science & Conservation

Li-Ling Chen	Clinical Instructor (07/01/26 to 06/30/27)
Natalie Mook	Instructor (07/01/26 to 06/30/27)
Shianne Moreland	Instructor (07/01/26 to 06/30/27)
Jennifer Morganthaler	Clinical Instructor (07/01/26 to 06/30/27)

Sylvia Petersen	Clinical Instructor (07/01/26 to 06/30/27)
Steven Schneider	Instructor (07/01/26 to 06/30/27)
Maciej Pszczolkowski	Research Professor (07/01/26 to 06/30/27)

REYNOLDS COLLEGE OF ARTS, SOCIAL SCIENCES & HUMANITIES

Department of Art & Design

Kenneth Briggenhorst	Instructor
Megan Fraenhoffer	Instructor
Andrew Goodwin	Artist-in-Residence
Christopher Rodgers	Artist-in-Residence

Department of Communication, Media, Journalism & Film

Allison Coltharp	Senior Instructor
Nora Cox	Senior Instructor
Tyler Curran	Instructor
Jack Dimond	Senior Instructor
Jason Howard	Senior Instructor
Jerri Kyle	Senior Instructor
Taleyna Morris	Senior Instructor
Constance Nelson Schoenfeldt	Instructor
Kristen StoutHart	Instructor
Heather Walters	Senior Instructor

Department of English

Joel Coltharp	Senior Instructor
Amy Knowles	Clinical Assistant Professor
Darcy Hudelson Lewis	Instructor
Keely Scott	Instructor
Judy Tarbox	Senior Instructor
Lori Rogers	Senior Instructor

Department of Language, Cultures & Religion

Amy Artman	Senior Instructor
Regina Loehr	Instructor
Luis Lombilla	Senior Instructor
Jeffrey Loughary	Senior Instructor

Micki Pulleyking
Weirong Schaefer
Corinne Shirley
J. Dane Wallace

Senior Instructor
Senior Instructor
Senior Instructor
Instructor

Department of Music

Kyle Aho
Martin Morrison
Parker Payne
Phillip Roberts
Vicky Scott

Senior Instructor
Instructor
Artist-in-Residence
Visiting Assistant Professor
Senior Instructor

Department of Theatre & Dance

Eryn BrooksBrewer
Kathleen Hains
Brandon Russell

Artist-in-Residence
Artist-in-Residence
Artist-in-Residence

Department of Criminology & Criminal Justice

Paula Rector
Caryn Saxon
Ivy Yarckow-Brown

Senior Instructor
Senior Instructor
Senior Instructor

Department of History

Heather Haynes
Carey Kelley
Ryan Smith

Clinical Instructor
Instructor
Instructor

Department of Political Science & Philosophy

Nick Beatty
Michael Boyle

Senior Instructor
Senior Instructor

Department of Sociology, Anthropology & Gerontology

Jason Shepard

Senior Instructor

COLLEGE OF BUSINESS

School of Accountancy

Katie Fulp
Kyle Goodin

Clinical Assistant Professor
Instructor

Kristin Hamm
Kristen Thornton

Clinical Assistant Professor
Senior Instructor

Department of Finance, Economics & Risk Management

Jana Ault-Phillips
Jihyun Kim
Russell Meek
Sandra Meyers
Anthony Naayem
Jacob Uhler

Clinical Assistant Professor
Instructor
Senior Instructor
Clinical Assistant Professor
Instructor
Instructor

Department of Information Technology & Cybersecurity

Michael Albritton
Todd Daniel
Karen Eisman
Amy Hardee
Radhika Kaula
Raju Mainali
Jason Speer
Yuxue Wang
Conner Wilkinson

Instructor
Instructor
Instructor
Instructor
Senior Instructor
Senior Instructor
Instructor
Instructor
Instructor

Department of Management

Carly Asher-August
Dana Frederick
Katherine Haring

Clinical Assistant Professor
Senior Instructor
Instructor

Department of Marketing

Sara Brown
Brandon Lentz
Courtney Pham

Instructor
Instructor
Senior Instructor

Department of Information Technology & Cybersecurity

JaLynn Hill
Katy Jessee
David Joswick
Marciann Patton
Dustin Steiro

Instructor
Instructor
Senior Instructor
Senior Instructor
Clinical Assistant Professor

School of Construction, Design & Project Management

Elena Pathak

Instructor

COLLEGE OF EDUCATION

School of Special Education, Leadership & Professional Education

Karen Engler

Clinical Professor

(07/01/26 to 06/30/27)

Michael Goeringer

Clinical Assistant Professor

Annice McLean

Senior Instructor

Holly Metcalf

Clinical Associate Professor

Tara Oetting

(07/01/26 to 06/30/27)

Kaleigh Pickett

Instructor

Krista Tate

Instructor

Nathaniel Quinn

Senior Instructor

School of Teaching, Leading, Learning & Development Sciences

Rhonda Bishop

Clinical Assistant Professor

Ellen Fogle

Clinical Instructor

Adriana Howe

Clinical Instructor

Robin Koerber

Clinical Assistant Professor

Courtney Lippe

Clinical Instructor

Debra Price

Instructor

Kimberly Roam

Clinical Assistant Professor

Melissa Schotthofer

Clinical Associate Professor

Sara Tipton

Clinical Assistant Professor

Gina Wood

Clinical Assistant Professor

MCQUEARY COLLEGE OF HEALTH & HUMAN SERVICES

School of Anesthesia

Savannah Clark

Clinical Assistant Professor

(07/01/26 to 06/30/27)

James Keaton

Clinical Assistant Professor

(07/01/26 to 06/30/27)

Kati Morgan

Clinical Assistant Professor

(07/01/26 to 06/30/27)

School of Health Sciences

Funmilayo Adeshakin

Instructor

Natalie Allen

Clinical Associate Professor

Rebecca Allen

Instructor

(07/01/26 to 06/30/27)

Sarah Bowman

Clinical Instructor

Emery Bryant

Senior Instructor

Shannon Crosby

Clinical Instructor

Jaime Gnau

Clinical Assistant Professor

(07/01/26 to 06/30/27)

Nicole Gorley

Senior Instructor

Kirsten Hatz

Senior Instructor

Anna McWoods

Senior Instructor

Tara Stulce

Clinical Associate Professor

Stephanie Urich

Clinical Instructor

School of Nursing

Kathryn Adams

Clinical Associate Professor

(07/01/26 to 06/30/27)

Alison Alaimo

Clinical Assistant Professor

(07/01/26 to 06/30/27)

Amy Anderson

Clinical Assistant Professor

Teresa Bowers

Clinical Assistant Professor

Yvonne Callahan

Clinical Assistant Professor

Karla Conner

Clinical Associate Professor

Mallory Covington

Clinical Assistant Professor

Helena Cox

Clinical Assistant Professor

Melissa Crocker

Clinical Assistant Professor

Angela Culley

Clinical Instructor

(07/01/26 to 06/30/27)

Alexis Curran

Clinical Assistant Professor

Alyssa Dieterich

Clinical Associate Professor

(07/01/26 to 06/30/27)

Kalene Jochems

Clinical Assistant Professor

Rebecca Johnson

Clinical Assistant Professor

(07/01/26 to 06/30/27)

Tyler Johnson

Clinical Assistant Professor

(07/01/26 to 06/30/27)

Alisha Jones

Clinical Associate Professor

Sheila Luttrull

Clinical Assistant Professor

Melissa Moore

Clinical Assistant Professor

Emily Nemeth

Clinical Assistant Professor

Sherri Ramirez

Clinical Assistant Professor

Sarah Rinaldi

Clinical Assistant Professor

Ami Rohr
Shauna Romine
Maria Shade
Ashley Simpson

Vanessa Taylor
Alisha Tuttle
Hailey Wecker

Clinical Associate Professor
Clinical Assistant Professor
Clinical Associate Professor
Clinical Associate Professor
(07/01/26 to 06/30/27)
Clinical Assistant Professor
Clinical Assistant Professor
Clinical Assistant Professor

School of Health Care Professions

Sarah Barber

Edith Bobbitt-Boyce

Myria Boyer

Kimberly Cook

Kimberly Ireland

Lauren Jones

Sarah Jones

Allan Liggett

Rachel Moore

Miranda Myrick

Jennifer Pratt

Diderika Telting

Jessica Willis

Clinical Professor
(07/01/26 to 06/30/27)
Clinical Professor
(07/01/26 to 06/30/27)
Clinical Assistant Professor
(07/01/26 to 06/30/27)
Clinical Associate Professor
(07/01/26 to 06/30/27)
Clinical Associate Professor
(07/01/26 to 06/30/27)
Clinic Director
Clinical Associate Professor
(07/01/26 to 06/30/27)
Clinical Associate Professor
(07/01/26 to 06/30/27)
Clinical Professor
(07/01/26 to 06/30/27)
Clinical Assistant Professor
(07/01/26 to 06/30/27)
Clinical Assistant Professor
(07/01/26 to 06/30/27)
Clinical Professor
(07/01/26 to 06/30/27)
Program Director
Clinical Associate Professor
(07/01/26 to 06/30/27)
Senior Instructor
(07/01/26 to 06/30/27)

School of Mental Health & Behavioral Sciences

Salina Bollinger

Amelia Chenoweth

Natalie Curry

Kelly Dudley

Heather Eckhart

Cheri Hamilton

Hannah Harris

Wendy Jackson

Stacy Johnson

Regina Russell

Tanya Whipple

Clinical Assistant Professor

Senior Instructor

Clinical Associate Professor

Clinical Assistant Professor

Clinical Assistant Professor

(07/01/26 to 06/30/27)

Instructor

Instructor

(07/01/26 to 06/30/27)

Clinical Assistant Professor

Clinical Instructor

Clinical Professor

Senior Instructor

COLLEGE OF NATURAL & APPLIED SCIENCES

Department of Biology

Laura Bowe

Tara Herring

Tina-Maria Hopper

Melissa Schoeben

Angela Plank

Senior Instructor

Senior Instructor

Senior Instructor

Instructor

Senior Instructor

(07/01/26 to 06/30/27)

Department of Chemistry & Biochemistry

Brian High

Troy Wymore

Senior Instructor

Instructor

Department of Mathematics

Joann Barnett

Patti Blanton

Roger Bunn

Nicholas Fleece

Jacob Miles

Shellie Myers

Gary Stafford

Kimberly Van Omum

Fan Zhou

Senior Instructor

Senior Instructor

Instructor

Instructor

Instructor

Instructor

Senior Instructor

Senior Instructor

Senior Instructor

Department of Physics, Astronomy & Materials Science

Devon Romine

Instructor

School of Earth, Environment & Sustainability

Damon Bassett

Senior Instructor

Melanie Carden-Jessen

Senior Instructor

GRANTED TENURE:

(Effective August 10, 2026, unless otherwise noted)

REYNOLDS COLLEGE OF ARTS, SOCIAL SCIENCES & HUMANITIES

Department of Communication, Media, Journalism & Film

Gordana Lazic

Assistant Professor

Department of Criminology & Criminal Justice

Jordan Riddell

Assistant Professor

COLLEGE OF BUSINESS

School of Accountancy

Mollie Adams

Assistant Professor

Department of Marketing

Gawon Yun

Assistant Professor

COLLEGE OF EDUCATION

School of Teaching, Leading, Learning & Development Sciences

Hyunjin Choi

Assistant Professor

Stacie Finley

Assistant Professor

Greenwood Laboratory School

Tamra Barnhouse

Instructor

MCQUEARY COLLEGE OF HEALTH & HUMAN SERVICES

School of Health Sciences

McCall Christian

Assistant Professor

Cody Smith

Assistant Professor

School of Mental Health & Behavioral Sciences

Bonni Behrend

Assistant Professor

COLLEGE OF NATURAL & APPLIED SCIENCES

Department of Chemistry & Biochemistry

Tuhina Banerjee

Assistant Professor

Santimukul Santra

Professor

Department of Computer Science

Mohammed Belkhouche

Assistant Professor

Department of Mathematics

Yue Cui

Assistant Professor

Department of Physics, Astronomy & Materials Science

Sarah Morrison

Assistant Professor

LIBRARY SERVICES

Department of the Library

Anne Baker

Assistant Professor

(07/01/26)

Derek Moser

Assistant Professor

(07/01/26)

PROMOTIONS:

Change of academic rank (new rank indicated)

Effective August 10, 2026 unless otherwise noted)

COLLEGE OF AGRICULTURE

School of Agricultural Science & Conservation

Steven Schneider

Senior Instructor

REYNOLDS COLLEGE OF ARTS, SOCIAL SCIENCES & HUMANITIES

Department of Communication, Media, Journalism & Film

Gordana Lazic

Associate Professor

Department of English

Leslie Seawright

Professor

Department of Languages, Cultures & Religion

Leslie Baynes

Professor

Melanie Kleeschulte

Senior Instructor

Vadim Putzu

Professor

Department of Criminology & Criminal Justice

Ethan Amidon

Professor

Jordan Riddell

Associate Professor

Michael Suttmoeller

Professor

Department of History

Bukola Oyeniya

Professor

Julia Troche

Professor

Department of Political Science & Philosophy

Indira Palacios-Valladares

Professor

Pamela Sailors

Distinguished Professor

Department of Sociology, Anthropology & Gerontology

Erin Kenny

Professor

William Meadows

Distinguished Professor

Alicia Walker

Professor

COLLEGE OF BUSINESS

School of Accountancy

Mollie Adams

Associate Professor

Department of Finance, Economics & Risk Management

Seth Hoelscher

Professor

(07/01/26)

Department of Information Technology & Cybersecurity

Ricky Brattin

Professor

Todd Daniel

Senior Instructor

Jason Speer

Senior Instructor

Zhiguo Yang

Professor

Department of Marketing

Wesley Friske

Professor

Gawon Yun

Associate Professor

COLLEGE OF EDUCATION

School of Special Education, Leadership & Professional Education

Ximena Uribe-Zarain

Professor

School of Teaching, Leading, Learning & Development Sciences

Amanda Benedict-Chambers

Professor

Rhonda Bishop

Clinical Associate Professor

Hyunjin Choi

Associate Professor

Stacie Finley

Associate Professor

Elizabeth King

Professor

Robin Koerber

Clinical Associate Professor

Kimberly Roam

Clinical Associate Professor

Sara Tipton

Clinical Associate Professor

MCQUEARY COLLEGE OF HEALTH & HUMAN SERVICES

School of Anesthesia

Sylvia Feeney

Professor
(07/01/26)

School of Health Sciences

Natalie Allen

Clinical Associate Professor

Sarah Bowman

Clinical Assistant Professor

Jaime Gnau

Clinical Associate Professor
(07/01/26)

Cody Smith

Associate Professor

School of Nursing

Melissa Penkalski

Professor
(07/01/26)

School of Health Care Professions

Tara Boehne

Clinical Associate Professor
(07/01/26)

Christian McCall

Associate Professor

School of Mental Health & Behavioral Sciences

Bonni Behrend

Associate Professor

Natalie Curry

Clinical Professor

Stacy Johnson

Clinical Assistant Professor

Bogdan Kostic

Professor

David Zimmerman

Professor

COLLEGE OF NATURAL & APPLIED SCIENCES

Department of Biology

Day Ligon

Distinguished Professor

Department of Chemistry & Biochemistry

Tuhina Banerjee

Associate Professor

Department of Computer Science

Mohammed Belkhouche

Associate Professor

Department of Cooperative Engineering Program

Tayo Obafemi-Ajayi

Professor

Department of Mathematics

Roger Bunn

Senior Instructor

Yue Cui

Associate Professor

Department of Physics, Astronomy & Materials Science

Sarah Morrison

Associate Professor

School of Earth, Environment & Sustainability

Matthew McKay

Professor

LIBRARY SERVICES

Department of the Library

Anne Baker

Associate Professor
(07/01/26)

Derek Moser

Associate Professor
(07/01/26)

Melissa Gourley
Board Chair

Passed at meeting of
June 26, 2026

Rowena Stone
Secretary to the Board

ADDENDUM A

The following have been appointed as Per Course Faculty for the fall semester: August 10, 2026 through December 11, 2026.

<u>Name</u>	<u>Department</u>	<u>Salary</u>
Ampleman, James	Marketing	\$4,000.00
Arciniegas, Guillermo	Languages Cultures & Religions	\$4,968.00
Barnes, Jessica	History	\$2,700.00
Belle, Carla	History	\$2,700.00
Booth, Heather	Languages Cultures & Religions	\$3,312.00
Braukman, Sarah	School-Teaching Learn & Develop Sci	\$2,445.00
Bridges, Holden	Information Tech & Cybersecurity	\$3,000.00
Campbell, Robin	School-Teaching Learn & Develop Sci	\$2,445.00
Cesare, Alicia	School-Teaching Learn & Develop Sci	\$2,445.00
Conley, Patrick	History	\$2,700.00
Crooke, James	Physics Astronomy & Materials Sci	\$2,940.00
Davis, Cheryl	Criminology & Criminal Justice	\$6,000.00
Davis, Sarah	School-Teaching Learn & Develop Sci	\$3,045.00
Dunville, Hannah	School-Teaching Learn & Develop Sci	\$6,405.00
Embree, David	Languages Cultures & Religions	\$2,850.00
High, Donald	Information Tech & Cybersecurity	\$4,000.00
Hill, David	History	\$3,000.00
Johnson, Alicia	School-Teaching Learn & Develop Sci	\$2,445.00
Kelley, Justin	History	\$2,700.00
Kessinger, Kristin	History	\$5,400.00
Kirby, Charles	Management	\$3,400.00
Levine, Marlene	School-Teaching Learn & Develop Sci	\$3,045.00
May, Kylee	History	\$2,484.00
McDonald, Scott	Finance Economics & Risk Management	\$4,000.00
Miller, Kyle	History	\$2,700.00
Moore, Deana	School-Teaching Learn & Develop Sci	\$2,445.00
Mutlu-Buyurgan, Eylem	Technology & Construction Mgmt	\$4,000.00
Opitz, Matthew	History	\$2,700.00
Orhan, Can	Technology & Construction Mgmt	\$3,000.00
Owen, Carla	School-Teaching Learn & Develop Sci	\$1,630.00
Parke, Nicole	School-Teaching Learn & Develop Sci	\$2,445.00
Parker, Lane	Technology & Construction Mgmt	\$4,000.00
Payne, Amy	Languages Cultures & Religions	\$2,484.00
Pendley, Robert	Information Tech & Cybersecurity	\$3,000.00
Peters, Tad	Criminology & Criminal Justice	\$3,000.00

Academic Personnel Board Actions, cont'd.

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Post, Rana	School-Teaching Learn & Develop Sci	\$2,445.00
Rice, Judith	History	\$6,000.00
Schaefer, Allen	Marketing	\$6,882.00
Simmerman, James	Finance Economics & Risk Management	\$8,000.00
Simpson, Ashley	History	\$2,700.00
Snedden, Anna	History	\$2,700.00
Snider, Philip	Languages Cultures & Religions	\$3,084.00
Tannehill, Micah	Finance Economics & Risk Management	\$3,300.00

ADDENDUM B

The following have been appointed as Summer Faculty for the summer semester: June 1, 2026 through July 24, 2026

<u>Name</u>	<u>Department</u>	<u>Salary</u>
Ampleman, James	Marketing	\$4,000.00
Bloom, Melanie	School-Teaching Learn & Develop Sci	\$3,045.00
Brunner, Judy	School-Teaching Learn & Develop Sci	\$2,445.00
Cesare, Alicia	School-Teaching Learn & Develop Sci	\$2,445.00
Chuchiak, John	Honors College	\$13,006.00
Clark, Shannon	School-Teaching Learn & Develop Sci	\$3,045.00
Clawson, Todd	Defense & Strategic Studies	\$7,500.00
Cox, Deborah	School-Mental Health & Behavior Sci	\$2,745.00
Drake, Nancy	School of Health Care Professions	\$915.00
Dunn, Amy	School-Teaching Learn & Develop Sci	\$6,090.00
Felton, Ashley	School-Spec Ed Ldrshp Prof Studies	\$3,045.00
Fuller, Shannon	School-Teaching Learn & Develop Sci	\$3,045.00
Hetzler, Brandon	School of Health Sciences	\$1,000.00
Hewitt, Mark	Defense & Strategic Studies	\$7,500.00
Holland, Lydia	School of Health Care Professions	\$915.00
Kiras, James	Defense & Strategic Studies	\$17,000.00
Kroll, Tal	Accounting	\$4,200.00
Mays, Larry	School of Health Sciences	\$2,459.00
McKinney, Jared	Defense & Strategic Studies	\$7,500.00
Moore, Heather	Management	\$3,400.00
Mulvenon, James	Art & Design	\$2,448.00
Parker, Lane	Technology & Construction Mgmt	\$4,000.00
Schekorra, Jonathan	Marketing	\$3,300.00
Scott, Matthew	School-Mental Health & Behavior Sci	\$3,600.00
Shields, Taylor	School-Spec Ed Ldrshp Prof Studies	\$1,630.00
Stewart, Alice	Management	\$4,200.00
Stroud, Rachel	School of Health Sciences	\$3,000.00
Wilkinson, Conner	Information Tech & Cybersecurity	\$3,000.00

ADDENDUM C**Supplemental payment for teaching assignments:**

<u>Name</u>	<u>Department</u>	<u>Salary</u>
Austin, Rebekah	Information Tech & Cybersecurity	\$9,500.00
Balasundaram, Gautam	Information Tech & Cybersecurity	\$3,000.00
Brattin, Ricky	Information Tech & Cybersecurity	\$9,500.00
Davis, Joshua	Information Tech & Cybersecurity	\$9,500.00
Derrick, Laura	Construction Design & Project Mgmt	\$3,000.00
Eisman, Karen	Information Tech & Cybersecurity	\$3,695.00
Ge, Yidan	Information Tech & Cybersecurity	\$3,000.00
Guo, Xiang	Information Tech & Cybersecurity	\$9,500.00
Hammer, Abraham	Information Tech & Cybersecurity	\$3,000.00
Hopper, Tina-Maria	Biology	\$3,978.00
Irons, Crystal	Marketing	\$3,300.00
Kaula, Radhika	Information Tech & Cybersecurity	\$4,123.00
Keele, Campbell	Finance Economics & Risk Mgmt	\$3,300.00
Liu, Zongxi	Information Tech & Cybersecurity	\$9,972.00
Madsen, Christian	School of Health Sciences	\$1,135.00
Melnychenko, Caitlin	School of Health Sciences	\$2,700.00
Shao, Feibo	Management	\$10,820.00
Shuler, Adam	Construction Design & Project Mgmt	\$3,000.00
Smart, Sandra	Finance Economics & Risk Mgmt	\$3,300.00
Speer, Jason	Information Tech & Cybersecurity	\$9,500.00
Wilkinson, Conner	Information Tech & Cybersecurity	\$4,013.00
Yang, Zhiguo	Information Tech & Cybersecurity	\$11,074.00

ADDENDUM D

The following have been appointed as Graduate Teaching Assistants for the summer semester: May 26, 2026 through July 24, 2026.

<u>Name</u>	<u>Department</u>	<u>Salary</u>
Ayorinde, Oluwatosin	Chemistry and Biochemistry	\$2,525.00
Bateman, Bradley	Biology	\$3,073.00
Brewster, Benjamin	Graduate College	\$2,525.00
Chalfant, Grace	Schl of Earth Enviro & Sustain	\$2,525.00
Chastain, Logan	Schl of Earth Enviro & Sustain	\$2,525.00
Chatterjee, Arko	Physics Astronomy & Materials Sci	\$1,537.00
Das, Debasish Nayan	Graduate College	\$2,525.00
Eyre, Connor	Graduate College	\$2,525.00
Faruqui, Zubair	Graduate College	\$2,525.00
Galib, Mohammad	Physics Astronomy & Materials Sci	\$1,537.00
Ghaderibarmi, Fatemeh	Biology	\$3,073.00
Gichuru, Caroline	Chemistry and Biochemistry	\$2,525.00
Hammond, Luke	Graduate College	\$2,525.00
Karn, Christine	Biology	\$3,073.00
Kearsley, Chloe	Graduate College	\$1,263.00
Khati, Mukesh	Marketing	\$2,525.00
Marciniak, Mikayla	Graduate College	\$2,525.00
Martens, Adrien	Graduate College	\$2,525.00
McClain, Autumn	Graduate College	\$1,263.00
Mengwasser, Megan	Graduate College	\$2,525.00
Meservey, Warren	Schl of Earth Enviro & Sustain	\$2,525.00
Nath, Pronob Deb	Physics Astronomy & Materials Sci	\$1,537.00
Ogden, Herman	Mathematics	\$2,525.00
Oyshi, Moupia Tajrin	Physics Astronomy & Materials Sci	\$1,537.00
Propst, Lisa	Graduate College	\$2,525.00
Scalisi, Ellen	Finance, Economics& Risk Management	\$2,525.00
Vincent, Moses	Chemistry and Biochemistry	\$2,525.00
Yedke, Gangadher	Chemistry and Biochemistry	\$2,525.00

The following have been appointed as Graduate Teaching Assistants for the fall semester: August 10, 2026 through December 11, 2026.

<u>Name</u>	<u>Department</u>	<u>Salary</u>
Ayorinde, Oluwatosin	Chemistry and Biochemistry	\$5,048.00
Engworo, Amen	Mathematics	\$6,146.00
Gichuru, Caroline	Chemistry and Biochemistry	\$6,146.00
Meservey, Warren	Schl of Earth Enviro & Sustain	\$5,048.00
Munyithya, Ruth	Chemistry and Biochemistry	\$6,146.00
Pettenger, Andrew	Chemistry and Biochemistry	\$6,146.00
Tomiyama Suzuki, Brunno	College of Business	\$7,123.00

The following have been appointed as Graduate Teaching Assistants for the fall semester: August 10, 2026 through May 14, 2027.

<u>Name</u>	<u>Department</u>	<u>Salary</u>
Ash, Lydia	English	\$12,291.00
Astuhuaman Davila, Camila	College of Business	\$14,246.00
Babar, Moin Uddin Ahmed	Physics Astronomy & Materials Sci	\$12,291.00
Brecht, Naomi	Communication Media Journalism&Film	\$12,291.00
Bryan, Wesley	English	\$12,291.00
Carmack, Lexie	English	\$12,291.00
Chastain, Logan	Schl of Earth Enviro & Sustain	\$10,096.00
Chatfield, Jacob	Art & Design	\$12,291.00
Chatterjee, Arko	Physics Astronomy & Materials Sci	\$12,291.00
Cope, Samuel	Physics Astronomy & Materials Sci	\$12,291.00
Demicheva, Olga	Chemistry and Biochemistry	\$12,291.00
Devkota, Bishwash	Physics Astronomy & Materials Sci	\$12,291.00
Dhar, Sourav	Physics Astronomy & Materials Sci	\$12,291.00
Fitzpatrick, Lillian	Art & Design	\$12,291.00
Gage, Haley	Art & Design	\$12,291.00
Galib, Mohammad	Physics Astronomy & Materials Sci	\$12,291.00
Gbenouga, Alain	Languages Cultures & Religions	\$12,291.00
Hinkston, Alyssa	English	\$12,291.00
Homburg, Brogan	Physics Astronomy & Materials Sci	\$12,291.00
Hossain, Md Emran	Physics Astronomy & Materials Sci	\$12,291.00
Houston, Mary	English	\$12,291.00
Hubbert, Elizabeth	English	\$12,291.00
Jeppson, Kaitlin	English	\$12,291.00
Mangiapanello, Layna	Mathematics	\$12,291.00
Marcus, Esther	English	\$12,291.00

Massardo, Alyson	First Year Programs	\$12,291.00
Mia, Md Shetu	Physics Astronomy & Materials Sci	\$12,291.00
Mia, Rifat	Physics Astronomy & Materials Sci	\$12,291.00
Mohammed, Madde	School of Health Sciences	\$10,096.00
Moore, Madilyn	First Year Programs	\$12,291.00
Murrin, Alec	Art & Design	\$12,291.00
Nath, Pronob Deb	Physics Astronomy & Materials Sci	\$12,291.00
Ogden, Herman	Mathematics	\$12,291.00
Opper, Violet	Communication Media Journalism&Film	\$12,291.00
Osei, Emmanuel	Mathematics	\$12,291.00
Ouma, Jeremiah Rukukuve	Chemistry and Biochemistry	\$10,096.00
Oyshi, Moupia Tajrin	Physics Astronomy & Materials Sci	\$12,291.00
Perez, Stephanie	Languages Cultures & Religions	\$12,291.00
Risner, Victoria	Mathematics	\$12,291.00
Sarker, Taposhi Rani	Languages Cultures & Religions	\$12,291.00
Semler, Brianna	Communication Media Journalism&Film	\$12,291.00
Valdez, Benjamin	Physics Astronomy & Materials Sci	\$12,291.00
Virnig, Violet	Art & Design	\$12,291.00
Williams, Madison	First Year Programs	\$12,291.00
Witherow, Elizabeth	English	\$12,291.00
Yasmin, Nusrat	Physics Astronomy & Materials Sci	\$12,291.00

III.C.2.

MISSOURI STATE UNIVERSITY

BOARD RESOLUTION

HUMAN RESOURCES NO. 1810-26
Approval of actions concerning
Nonacademic Employees

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

APPOINTMENTS:

<u>Name</u>	<u>Position-Department</u>	<u>Grade</u>	<u>Salary</u>	<u>Effective</u>
Summer Giddens	Custodian I Custodial Services	21	\$31,720 annually	04/27/26
Ivy Posten	Custodian Apprentice Custodial Services	20	\$31,200 annually	04/27/26
Carlee Grimes	Custodian I Residence Life, Housing & Dining Services	21	\$31,719 annually	04/28/26
Christy Bray-Jones	Executive Assistant II McQueary College of Health & Human Services	13	\$45,759 annually	05/01/26
Josie Sullivan	Nurse Practitioner Magers Family Health & Wellness Center (80% FTE)	UN	\$124,800 annually	05/01/26
Sharice Rankin	Custodial Lead Custodial Services	24	\$37,959 annually	05/04/26
Jhansi Kesireddy	Coordinator, Residence Life Information Technology Residence Life, Housing & Dining Services	34	\$63,587 annually	05/05/26
Bridget Bailey	Pharmacy Technician Magers Family Health & Wellness Center	13	\$39,520 annually	05/11/26
Tanya Edwards	Custodian I Custodial Services	21	\$31,720 annually	05/11/26

Non-academic Personnel Board Actions, cont'd.

Page 2

Kaile Harper	Assistant Teacher Child Development Center	40	\$31,200 annually	05/11/26
Aeron Jarrett	ERP and Database Systems Cybersecurity & Enterprise Systems	35	\$68,000 annually	05/18/26
Cassidy Ploch	Research Specialist II Computer Science	42	\$57,066 annually	05/17/26
Stephanie McMain	Medical Assistant Magers Family Health & Wellness Center	40	\$39,519 annually	05/18/26
Hope Mullins	Academic Administrative Assistant II Management	12	\$38,479 annually	05/18/26
Logan O'Connor	Custodian Apprentice Custodial Services	20	\$31,200 annually	05/18/26
Corrine Champney	Medical Assistant Magers Family Health & Wellness Center	40	\$39,520 annually	05/26/26
Jasmine Jansen	Custodian I Custodial Services	21	\$31,720 annually	05/26/26
Kerry Lee	Associate Director Career Center	44	\$60,000 annually	05/26/26
Jessica Caton	Registered Nurse Magers Family Health & Wellness Center	42	\$62,399 annually	06/01/26
Emily Curtiss	Registered Nurse Magers Family Health & Wellness Center	42	\$62,400 annually	06/01/26
Kayla Eads	Operations Assistant Intercollegiate Athletics	13	\$44,990 annually	06/01/26

Non-academic Personnel Board Actions, cont'd.

Page 3

Christopher Hawkins	Custodian Apprentice Custodial Services	21	\$31,200 annually	06/01/26
Lindsey Keatts	Teacher Child Development Center	41	\$39,382 annually	06/01/26
Elizabeth Duvall	Residence Hall Director Residence Life, Housing & Dining Services	42	\$43,888 annually	06/02/26
Michan Chowritmootoo	Success Coach Graduate College	42	\$56,500 annually	06/08/26 06/07/28
Alan Hammer	Associate Director Office of Admissions	46	\$66,046 annually	06/22/26

RESIGNATIONS:

<u>Name</u>	<u>Position-Department</u>	<u>Effective</u>
Shaya Smith	Medical Assistant Magers Family Health & Wellness Center	04/29/26
Andrew Cheney	Athletic Trainer Athletic Medical & Rehabilitation Services	05/01/26
Lori Cohen	Physician Medical Staff Magers Family Health & Wellness Center	05/01/26
Colin Denniston	Project Manager – Organizational Excellence Institutional Effectiveness Office	05/01/26
Abigail Thompson	Admissions Counselor Office of Admissions	05/08/26
Samantha Wright	Custodian I Residence Life, Housing & Dining Services	05/11/26
Marcus Brock	Assistant Strength & Conditioning Coach Athletics Strength & Conditioning	05/14/26
Nicole Jimenez	Assistant Strength & Conditioning Coach Athletics Strength & Conditioning	05/15/26

Non-academic Personnel Board Actions, cont'd.

Page 4

Emily Kane	Payroll Specialist Financial Services	05/15/26
Melody Palmer	Campus Safety Specialist Office of University Safety	05/25/26
Michaela Bennett	Assistant Director, College of Constituency Engagement Alumni Relations	05/26/26
Natalie Rhoten	Custodian Apprentice Custodial Services	05/28/26
Tyler Barton	Administrative Assistant II Residence Life, Housing & Dining Services	05/29/26
Hope Mitchell	Assistant Teacher Child Development Center	05/29/26
Jessica Surline	Assistant Teacher Child Development Center	05/29/26
Jessica Weber	Assistant Coach Intercollegiate Athletics	06/09/26
Chelsea Beck	Assistant Project Manager Planning, Design & Construction	06/12/26
Regan Jones	Video Coordinator Athletics Communications	06/16/26
Skylar Andreasen	Assistant Teacher Child Development Center	06/19/26
Quinn Weakley	Academic Advisor Athletics Dr. Mary Jo Wynn Academic Achievement Center	06/30/26

RETIREMENTS:

<u>Name</u>	<u>Position-Department</u>	<u>Effective</u>
Julia Holmes	Deputy Compliance Officer Legal Affairs & Compliance	05/29/26

Non-academic Personnel Board Actions, cont'd.

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Brian Blevins	Custodian I Hammons Student Center	05/31/26
Diana Garland	Director of Learning Commons Bear Claw	05/31/26
Cynthia Howell	Director of Development Office of Development	05/31/26
Francis Ruzicka	Coordinator, Utility Billing & Metering Facilities Maintenance	05/31/26
Terry Barakat	English Language Institute Academic Specialist English Language Institute	06/30/26
Debra Branson	Director of Foundation Relations Office of Development	06/30/26
Jacob Francka	Maintenance Technician II Facilities Maintenance	06/30/26
Michael Frizell	Director of Student Learning Bear Claw	06/30/26
Iris Kidula	English Language Institute Instruction Specialist English Language Institute	06/30/26
Allen Kunkel	Associate Vice President for Economic Development & Director of Jordan Valley Innovation Center Associate Vice President for Economic Development	06/30/26
Duane Miller	Assistant Box Officer Manager Intercollegiate Athletics	06/30/26
Jennifer Presley	Administrative Specialist II Contribution Management	06/30/26

LEAVE WITHOUT PAY:

<u>Name</u>	<u>Position-Department</u>	<u>Effective</u>
William Boucher	Residence Hall Host/Hostess Residence Life, Housing & Dining Services	05/10/26

Kristina McKinney	Residence Hall Host/Hostess Residence Life, Housing & Dining Services	05/10/26
Terasa Sheppard	Residence Hall Host/Hostess Residence Life, Housing & Dining Services	05/10/26
Michael Stokes	Residence Hall Host/Hostess Residence Life, Housing & Dining Services	05/10/26
Noah Widick	Residence Hall Host/Hostess Residence Life, Housing & Dining Services	05/10/26
Megan Woods	Residence Hall Host/Hostess Residence Life, Housing & Dining Services	05/10/26
Valerie Bush	Residence Hall Receptionist Residence Life, Housing & Dining Services	05/13/26
Christina Lafoon-Musil	Residence Hall Receptionist Residence Life, Housing & Dining Services	05/13/26
Scarlet O'Farrell	Residence Hall Receptionist Residence Life, Housing & Dining Services	05/13/26
Michelle Oliver	Residence Hall Receptionist Residence Life, Housing & Dining Services	05/13/26
Tanya Perretta	Residence Hall Receptionist Residence Life, Housing & Dining Services	05/13/26
Megan Petersen	Residence Hall Receptionist Residence Life, Housing & Dining Services	05/13/26
Scotlyn Weathersbee	Residence Hall Receptionist Residence Life, Housing & Dining Services	05/13/26
Joygrace Aberle	Medical Technologist Magers Family Health & Wellness Center	05/18/26

SEPARATION FROM EMPLOYMENT:

<u>Name</u>	<u>Position-Department</u>	<u>Effective</u>
Michael Fox	Telecommunications Technician Networking & Telecommunications	03/08/26
Monica Lewin	Associate Registrar Office of the Registrar	04/20/26
Ivy Posten	Custodian Apprentice Custodial Services	04/28/26
Jennifer Hill	Resource Coordinator, Missouri Mentoring Program School of Mental Health & Behavioral Sciences	06/30/26
William McGuire	Assistant Coach Intercollegiate Athletics	06/30/26

CHANGE OF STATUS:

<u>Name</u>	<u>Position-Department</u>	<u>Action</u>	<u>Effective</u>
Thi Hanh Nguyen	Custodial Lead Plaster Student Union From: GR 24, \$37,440 annually To: GR 24, \$37,960 annually	Salary Adjustment	03/16/26
Julie Mahr	From: Teacher Child Development Center GR 41, \$35,802 annually To: Administrative Assistant I Office of Admissions GR 11, \$34,320 annually	Status Change	04/29/26
Lisa Gibson	From: Associate Director International Services To: Staff Emeritus International Services	Status Change	05/01/26

Non-academic Personnel Board Actions, cont'd.

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Douglas Neidigh	Sustainability Unit Manager School of Earth Environment & Sustainability From: GR 43, \$41,006 annually (75% FTE) To: GR 43, \$54,675 annually (100% FTE)	Status Change	05/01/26
Trisha Riggs	Director Southwest Area Health Education Center	Continuation of Appointment	05/01/26 04/30/27
Laura Skiles	Health Career Coordinator Southwest Area Health Education Center	Continuation of Appointment	05/01/26 04/30/27
Jacquelyn Taylor	From: Research Specialist School of Agricultural Science & & Conservation GR 41, \$42,182 annually To: Research Specialist II School of Agricultural Science & Conservation GR 42, \$50,000 annually	Reclassification & Salary Adjustment	05/01/26
Shane Dobson	Field & Maintenance Worker Agriculture – Mtn Grove From: GR 23, \$32,614 annually To: GR 23, \$36,525 annually	Salary Adjustment	05/16/26
Jeremy Emery	Cellar Technician Agriculture – Mtn Grove From: GR 25, \$40,310 annually To: GR 25, \$45,136 annually	Salary Adjustment	05/16/26
Shawn Richison	Field & Maintenance Worker College of Agriculture From: GR 23, \$32,614 annually To: GR 23, \$36,525 annually	Salary Adjustment	05/16/26

Non-academic Personnel Board Actions, cont'd.

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Steven Turner	Vehicle & Equipment Mechanic Agriculture – Mtn Grove From: GR 25, \$40,310 annually To: GR 25, \$45,136 annually	Salary Adjustment	05/16/26
Lisa Miller	From: Custodian I Custodial Services GR 21, \$34,343 annually To: Custodial Specialist Campus Recreation GR 23, \$37,543 annually	Promotion	05/20/26
Julia McIver	From: Custodian I Residence Life, Housing & Dining Services GR 21, \$32,736 annually To: Custodial Lead Residence Life, Housing & Dining Services GR 24, \$39,832 annually	Promotion	05/26/26
Teresa Burks	From: Custodial Specialist Residence Life, Housing & Dining Services GR 23, \$39,403 annually To: Custodial Lead Residence Life, Housing & Dining Services GR 24, \$40,768 annually	Promotion	05/28/26
Shannon Derricks	Assistant Director Athletic Medical & Rehabilitation Services From: GR 44, \$63,906 annually To: GR 44, \$65,000 annually	Salary Adjustment	06/01/26
Julia Holmes	From: Deputy Compliance Officer Legal Affairs & Compliance To: Staff Emeritus Legal Affairs & Compliance	Status Change	06/01/26

Non-academic Personnel Board Actions, cont'd.

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Cynthia Howell	From: Director of Development Office of Development To: Staff Emeritus Office of Development	Status Change	06/01/26
Francis Ruzicka	From: Coordinator, Utility Billing & Metering Facilities Maintenance To: Staff Emeritus Facilities Maintenance	Status Change	06/01/26
Caroline Wieters	From: Assistant Director Campus Recreation – Recreational Sports Campus Recreation GR 42, \$49,950 annually To: Assistant Director Campus Recreation – Recreational Sports & Youth Programs Campus Recreation GR 43, \$55,000 annually	Reclassification & Salary Adjustment	06/01/26
Joan Armstrong	Form: Director of Project ACCESS College of Education To: Staff Emeritus College of Education	Status Change	07/01/26
Susan Atkinson	From: Athletic Trainer Athletic Medical & Rehabilitation Services GR 44, \$51,492 annually To: Associate Athletic Trainer Athletic Medical & Rehabilitation Services GR 45, \$59,000 annually	Reclassification & Salary Adjustment	07/01/26
Terry Barakat	From: English Language Institute Academic Specialist English Language Institute To: Staff Emeritus English Language Institute	Status Change	07/01/26

Non-academic Personnel Board Actions, cont'd.

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Debra Branson	From: Director of Foundation Relations Office of Development To: Staff Emeritus Office of Development	Status Change	07/01/26
Gates Breedlove-Koepke	From: Academic Advisor II Academic Advising & Transfer Center GR 42, \$46,988 annually To: Senior Academic Advisor Academic Advising & Transfer Center GR 42, \$49,488 annually	Reclassification & Salary Adjustment	07/01/26
Michelle Butts	Research Scientist Associate Vice President for Economic Development	Continuation of Appointment	07/01/26 06/30/27
Robert Cook	Research Technician I Vice President for Community & Global Partnerships	Continuation of Appointment	07/01/26 06/30/27
Matthew Curry	Assistant Director Jordan Valley Innovation Center	Continuation of Appointment	07/01/26 06/30/27
Bradley Davidson	Senior Research Scientist Jordan Valley Innovation Center	Continuation of Appointment	07/01/26 06/30/27
Shelly Deckard	Research Coordinator Jordan Valley Innovation Center	Continuation of Appointment	07/01/26 06/30/27
Josie Duncan	Senior Research Scientist Associate Vice President for Economic Development	Continuation of Appointment	07/01/26 06/30/27
Edwin Garton	Instructional Tech Support Specialist College Education	Continuation of Appointment	07/01/26 06/30/27

Non-academic Personnel Board Actions, cont'd.

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Timmarie Hamilton	Program Coordinator - Missouri Mentoring Program School of Mental Health & Behavior Science	Continuation of Appointment	07/01/26 06/30/27
Amy Hankins	From: Administrative Specialist II Library GR 12, \$42,973 annually To: Administrative Specialist III Library GR13, \$43,973 annually	Reclassification & Salary Adjustment	07/01/26
Mitchell Hauschildt	Prevention, Rehabilitation, & Physical Performance Coordinator From: GR 42, \$58,171 annually To: GR 42, \$60,000 annually	Salary Adjustment	07/01/26
Jennifer Hill	Resource Coordinator - Missouri Mentoring Program School of Mental Health & Behavior Science	Continuation of Appointment	07/01/26 06/30/27
Jonathan Keeth	Senior Research Scientist Jordan Valley Innovation Center	Continuation of Appointment	07/01/26 06/30/27
Chloe Keyes	Research Scientist Associate Vice President for Economic Development	Continuation of Appointment	07/01/26 06/30/27
Kasey Keyes	Autism Resource Specialist College of Education	Continuation of Appointment	07/01/26 06/30/27
Iris Kidula	From: English Language Institute Instruction Specialist English Language Institute To: Staff Emeritus English Language Institute	Status Change	07/01/26

Non-academic Personnel Board Actions, cont'd.

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Allen Kunkel	From: Associate Vice President of Economic Development & Director of Jordan Valley Innovation Center To: Staff Emeritus Associate Vice President of Economic Development & Director of Jordan Valley Innovation Center	Status Change	07/01/26
Rachel Munday	From: Executive Director, eFactory eFactory-Center for Business & Economic Development GR 48, \$103,343 annually To: Assistant Vice President, Economic Development eFactory-Center for Business & Economic Development GR 49, \$152,000 annually	Reclassification & Salary Adjustment	07/01/26
Lauren Neighbors	Autism Resource Specialist College of Education	Continuation of Appointment	07/01/26 06/30/27
Bilal Overton	Research Scientist Associate Vice President for Economic Development	Continuation of Appointment	07/01/26 06/30/27
Rishi Patel	Research Director Jordan Valley Innovation Center	Continuation of Appointment	07/01/26 06/30/27
Anthony Pelton	Research Scientist Associate Vice President for Economic Development	Continuation of Appointment	07/01/26 06/30/27
Christopher Robledo	Research Scientist Associate Vice President for Economic Development	Continuation of Appointment	07/01/26 06/30/27
Camron Satterfield	Research Scientist Associate Vice President for Economic Development	Continuation of Appointment	07/01/26 06/30/27

Non-academic Personnel Board Actions, cont'd.

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Michael Sears	Research Scientist Associate Vice President for Economic Development	Continuation of Appointment	07/01/26 06/30/27
Robert Speer	Senior Research Scientist Jordan Valley Innovation Center	Continuation of Appointment	07/01/26 06/30/27
David Taggart	Senior Research Scientist Jordan Valley Innovation Center	Continuation of Appointment	07/01/26 06/30/27
Megan Won	From: Athletic Trainer Athletic Medical & Rehabilitation Services GR 44, \$51,492 annually To: Associate Athletic Trainer Athletic Medical & Rehabilitation Services GR 45, \$57,431 annually	Reclassification & Salary Adjustment	07/01/26

Melissa Gourley
Board Chair

Passed at meeting of
June 26, 2026

Rowena Stone
Secretary to the Board

MISSOURI STATE UNIVERSITY

BOARD RESOLUTION

HUMAN RESOURCES NO. 1811-26

Approval of Amendments to the Employee Handbook for Administrative, Professional and Support Staff employees and related policies

WHEREAS Administration recommends that certain revisions be made to the *Employee Handbook for Administrative, Professional and Support Staff* ("Employee Handbook"); and

WHEREAS, specifically, some revisions to the Employee Handbook are needed due to changes in operating procedures, clarification, process improvement, and overall ongoing changes to the handbook; and

WHEREAS, as a result of the proposed revisions to the Employee Handbook, similar revisions to the Faculty Handbook, the Medical Plan, the Dental Plan, and/or other group insurance agreements may be required in order to ensure consistency and accuracy across these documents.

NOW, THEREFORE, BE IT RESOLVED by the Board of Governors for Missouri State University that the Employee Handbook be revised in accordance with Attachment A; that the *Faculty Handbook*, Medical Plan and Dental Plan, and/or other group insurance agreements, be revised as necessary to ensure consistency between said documents and the Employee Handbook; and that the President and the Vice President for Administrative Services be granted authority to correct any typographical, grammatical, and formatting errors appearing from time to time to retain accuracy and consistency, to revise sections within the Handbook to provide clarification or process improvement, to revise other University procedures and plan documents to allow the application of the above handbook changes, and to ensure compliance with applicable law.

Melissa Gourley
Board Chair

Passed at the meeting of
June 26, 2026

Rowena Stone
Secretary to the Board

COMMENTS: Sections of the Employee Handbook have been updated to reflect current processes and existing practices, provide clarification on existing processes, and to correct grammatical, typographical, and formatting errors. Other sections of the Employee Handbook have been modified to streamline processes and ease the administrative burden.

Please see the actual changes to be made within Attachment A. These changes are summarized as follows:

G7.02-3 – Employment Policies and Procedures

Section 3.7 Criminal Background Checks

- Updated web link to Op 7.05 Criminal Background Check Policy.

Section 3.16 Access and Review of Employee Personnel Records

- Simplified language and included referral to Op 10.04-17 HR Personnel Files.

Section 3.19.1 Resignation / Retirement

- Added reference link to Personnel Action Form (PAF) procedures.

G7.02-4 - Classification and Compensation

Section 4.4.3 Deductions from Pay

Sub-Section 4.4.3.1 - Nonexempt Employees

- Added clarifying language regarding nonexempt employees recording actual hours worked.

G7.02-6 - Benefits

Section 6.1 Insurance benefits

- Updated grammar.

Section 6.1.1 Medical benefits

- Simplified language regarding eligible employees electing coverage under the university's medical insurance plan.

Section 6.1.2 Dental benefits

- Simplified language regarding eligible employees electing coverage under the university's dental insurance plan.

Section 6.1.3 Life Insurance benefits

- Simplified language regarding eligible employees electing coverage under the university's life insurance plan.

Section 6.1.4 Long Term Care Insurance

- Removed section 6.1.4, as the University no longer has employees past or present covered under this benefit plan and the plan is no longer offered.

Section 6.1.5 Long-term disability insurance

- Simplified language regarding eligible employees electing coverage under the university's long-term disability insurance plan.

Section 6.1.6 Cafeteria plan

- Simplified language regarding eligible employees electing coverage under the Missouri State Employees' Cafeteria Plan.

Section 6.1.7 Voluntary benefits

- Simplified language regarding voluntary benefits coverage under the university's insurance plan and referral to the Human Resources website.

Section 6.2.1 Retirement

- Simplified language regarding coverage under the university's retirement plans, MOSERS and CURP.

Section 6.2.3 Benefits available to retired employees

- Updated language for clarity of retired employee benefits.

Section 6.2.4 Benefits available to emeritus employees

- Updated language and added link to emeritus requirements in Section 8.8.

Section 6.4.1.3 Dual Credit Instructors

- Eliminated section 6.4.1.3 as dual credit instructors are not university employees.

Section 6.5 Workers; Compensation

- Updated wording for clarity.

G7.02-7 – Leave Benefits

Section 7.1 Vacation Leave

- Clarified language regarding 80 hours work rule and accruals of vacation leave.

Section 7.2.2.1 Unused Sick Leave Applied at Retirement

- Updated language regarding eligibility for MOSERS retirement benefits and service credits.
- Clarified language regarding the treatment of sick leave by MOSERS.

Section 7.5.2 Vacation Leave Accrual and Use

- Updated language and inserted cross reference to simplify.

Section 7.5.5 .1 Retirement

- Updated language and added cross reference to other policy sections for vacation and retirement benefits under MOSERS or CURP.
- Simplified language regarding Faculty 9-month appointment sick leave whether retiring under MOSERS or CURP.

Section 7.5.5.3 Resignation

- Updated language to cross reference to other policy section.

Section 7.19 Shared Leave

Sub-Section 7.19.4 Eligibility

- Updated language regarding the maximum hours used for continuous leave and the conditions before reapplying.
- Updated language regarding multiple qualifying events.
- Updated language regarding limit of hours for shared leave and requirement to donate an additional 8 hours of vacation time before requesting new qualified leave.

Sub-Section 7.19.6 Procedures

- Clarified procedures for taking intermittent shared leave.

G7.02-3 Employment Policies and Procedures

3.7 Criminal background checks

Missouri State University conducts background checks as outlined in the [~~Criminal Background Check Policy Operational policy Chapter7/Op7_05_CriminalBackgroundCheck~~](#). Consideration will be given to the relationship between a conviction and the responsibilities of the position that is or will be held. A relevant job-related conviction is grounds for termination of employment or non-selection of an applicant. For positions that require operation of a motor vehicle, a conviction shall include misdemeanor traffic violations.

Employees must notify the office of human resources within five (5) days of an arrest for a felony, a misdemeanor (excluding traffic violations), or any drug, alcohol, or sex-related offense. Failure to report such conviction is grounds for disciplinary action up to and including termination of employment or non-selection of an applicant. Supervisors should notify the office of human resources immediately upon being informed of any such arrest.

3.16 Access and review of employee personnel records

The policy of the Office of Human Resources pertaining to access to records maintained in HR safeguards against improper disclosure and protects employees' rights to privacy. Individually identifiable personnel records, performance ratings or records pertaining to employees or applicants for employment, and records of hiring, firing, disciplining or promoting an employee of the university are and shall be considered closed records pursuant to §§ 610.021(3) and (13), R.S.Mo., except as provided in those sections or other law or specific action of the Board of Governors, including this policy.

~~The following persons shall have the right of access to review an employee's personnel file:~~

- ~~• The employee or former employee who is the subject of the file.~~
- ~~• An attorney or designee of the employee.~~
- ~~• Supervisory employees who are considering the employee for promotion, transfer, reassignment, demotion, dismissal or other personnel actions.~~
- ~~• A university attorney or other appropriate officer when needed in connection with any action brought by the employee against the university.~~
- ~~• Other persons acting in compliance with federal, state or local laws such as auditors, Office for Institutional Compliance investigators, etc., or in response to a lawfully issued subpoena or court order.~~

- ~~University supervisory or administrative personnel who can establish a justifiable need.~~

~~Exempt from employee or former employee access are letters of reference or recommendation, managerial records, and civil, criminal or grievance investigation records.~~

~~The file shall be reviewed in the Office of Human Resources in the presence of a member of the Office of Human Resources staff. Employees may take notes or make copies. If an Employee believes that an inaccurate performance evaluation has been rendered, a written response to the evaluation may be submitted as outlined in the Employee Handbook, G7.02.5.4. Refer to **Operational Policy 10.04.17 HR Personnel Files** for further details regarding access and review of employee personnel records.~~

3.19.1 Resignation/retirement

Employees who are resigning or retiring should submit written notice to their supervisor and/or department at least two weeks prior to the last day of work. Resignations should include the reason for leaving the university and the employee's requested date of resignation (termination date). If any use of vacation is involved, it should also state the day the employee is last planning on being present at work. If the employee wishes to use vacation time just prior to the resignation date, the request to do so should also be included so that the supervisor may approve or deny the request for vacation. Notice of the resignation and the Personnel Action Form (PAF) should be submitted as soon as possible well before the effective date of separation. ~~For use of PAF's please refer to: **Dynamic Forms PAF Frequently Asked Questions and Help Guides - Human Resources - Missouri State**~~ The date of resignation/termination should be listed in the "Effective Date" field and the last day present at work noted in "Last Actual Day Worked" field on the PAF.

G7.02-4 - Classification and Compensation

4.4.3 Deductions from pay

4.4.3.1 Nonexempt employees

Nonexempt employees are paid for actual hours worked each day within the university's workweek and any accrued leave benefits taken such as vacation, sick, compensatory time off or other available paid leave by accurately completing their time sheet. Nonexempt employees must record actual hours worked for each day on their time sheet, regardless of where or when the work was performed (including all work performed outside of regular working location and working hours).

The employee is required to use accrued leave under Missouri State University's vacation, sick leave and compensatory time policies while they are on an approved Family and Medical Leave Act (FMLA). If paid leave has been exhausted during FMLA leave, pay will be reduced by the hours that the employee is absent from work even if the absence is less than a full day.

G7.02-6 Benefits

6.1 Insurance benefits

All full-time regular employees are provided the following insurance benefits. (insurance benefits are not extended to part-time employees). The descriptive statement provided for each benefit is a summary statement. Detailed information on the various insurance coverages ~~are~~ is available on the Human Resources web page. Insurance and Cafeteria Plan claim forms are available and can be downloaded from the office of [human resources](#) web page.

6.1.1 Medical benefits

~~Full-time employees electing to be covered under the university's medical insurance plan will contribute a portion of the cost for their coverage. The amount of the contribution will be established annually. Employees may decline the university's medical coverage. Eligible employees electing coverage under the university's medical insurance plan contribute a portion of the premium cost, with rates established annually. Coverage for new employees becomes effective based on the eligibility rules and enrollment timelines outlined in the Medical Summary Plan Document. as specified in the Medical Insurance booklet.~~

Employees may cover their spouses, domestic partners and/or eligible children under the university's group medical plan. If dependent coverage is elected, the employee pays the monthly premium through payroll deduction except in leave cases where special arrangements may be made through human resources.

6.1.2 Dental benefits

~~The university pays the full cost for employee dental coverage. Employees may decline the university's dental insurance coverage. Eligible employees may elect coverage under the university's dental insurance plan. Employees may be required to contribute a portion of the premium cost, with rates established annually. Coverage for new employees becomes effective based on the eligibility rules and enrollment timelines outlined in the Dental Summary Plan Document. as specified in the Dental Insurance booklet.~~ Employees may

cover their spouses, domestic partners and/or eligible children under the university's group dental plan. If dependent coverage is elected, the employee pays the monthly premium through payroll deduction, except in cases of leave where special arrangements may be made through Human Resources.

6.1.3 Life Insurance benefits

The university provides and pays for basic group term life insurance and accidental death and dismemberment (AD&D) insurance at no cost to eligible employees. Employees may elect to purchase additional supplemental term life insurance coverage (called supplemental life insurance) on for themselves, as well as dependent life insurance coverage on spouses, domestic partners and/or children. Enrollment in supplemental term life insurance is subject to carrier guidelines and approval, as outlined in the Life Insurance Summary Plan Document. The premiums for any additional coverage are paid by the employee through payroll deduction, except in cases of leave where special arrangements may be made through Human Resources.

6.1.4 Long-term care insurance

~~Currently, the university does not offer Long-Term Care Insurance due to the university's provider stopping new enrollments. However, full-time regular employees and their spouses, parents and parents-in-law as well as retirees and their spouses, who obtained coverage under the previous provider will continue to be covered with Long-Term Care insurance as long as they continue to pay the premiums. Long-Term Care insurance provides coverage for a wide range of personal care, health care and social services for people of all ages who can no longer care for themselves due to chronic illness, long-lasting disability or the effects of aging. Most health care plans do not cover the costs associated with such care, and Medicare provides very limited coverage. The university's current Group Universal Life Insurance coverage has provisions that allow access to some of the life benefits if long-term care becomes necessary for the insured.~~

6.1.5 Long-term disability insurance

The university provides Long-Term Disability (LTD) insurance at no cost to ~~the eligible~~ employees. LTD insurance ~~covers disabilities resulting from accidental bodily injury, illness or pregnancy, upon completion of an eligibility waiting period. Under this insurance coverage, employees who are disabled for either 180 days or the expiration of their accrued sick leave (whichever is greater) because of injury or illness (as defined in the Long-Term Disability Benefit Booklet) are eligible to receive a benefit equal to 60 percent of their monthly earnings up to a maximum benefit of \$10,000 per month (minus any other income~~

~~benefits such as workers' compensation benefits, retirement benefits, Social Security Disability benefits).~~ provides income protection in the event of a qualifying disability due to injury or illness, following completion of the required eligibility waiting period. Benefit eligibility, coverage details, and income offsets are outlined in the Long-Term Disability Summary Plan Document.

6.1.6 Cafeteria plan

The university participates in the Missouri State Employees' Cafeteria Plan which allows full-time and part-time employees to ~~make voluntary contributions contribute~~ to certain benefit plans on a before-tax basis. ~~Participation in the plan is voluntary.~~ The plan ~~allows enables~~ employee contributions for optional insurance coverage, ~~as well as and~~ flexible spending accounts for reimbursable health care expenses and ~~child/~~dependent care expenses to be ~~taken out deducted from of~~ each paycheck before taxes are calculated. Other important information concerning the cafeteria plan is available online at [ASI Flex](#).

6.1.7 Voluntary benefits

The university may make certain "voluntary benefits" ~~offerings~~ available to ~~full-time eligible~~ employees. Information about available voluntary benefits can be found on the Human Resources website. Details for each plan, including administration and eligibility, are outlined in the respective Summary Plan Documents. ~~These voluntary benefits may include, but are not limited to such offerings as vision insurance, accidental death and dismemberment insurance and critical illness insurance.~~ Those to whom such benefits are made available will be allowed to pay for their selections through payroll deductions, and when ~~possible applicable~~, through the Cafeteria Plan as described herein.

6.2 Retirement program

6.2.1 Retirement

All ~~full-time regular eligible~~ staff employees with MOSERS participation are enrolled as members of the Missouri State Employees' Retirement System, referred to as MOSERS. Faculty typically begin participation in the State of Missouri's Coordinated University Retirement Plan (CURP) and may transfer to MOSERS when they meet the appropriate eligibility requirements. ~~Part-time regular employees who work more than 1,000 hours on a regular basis are eligible for enrollment in MOSERS.~~ MOSERS is a public, defined benefit retirement plan ~~and is funded partially or entirely by university contributions, depending upon the plan in which the employee is enrolled and which is dependent upon his/her enrollment date.~~ Employees are vested after five (5) years. Eligibility and length of service requirements for normal retirement and early retirement are described fully in the *MOSERS General Employees' Retirement Handbook*. The provisions of the retirement program

~~described in this handbook are subject to change to comply with MOSERS requirements. governed by its own plan documents and regulations. Eligibility, vesting, and retirement benefit details are outlined in the MOSERS governing plan information.~~

Employees are encouraged to ~~schedule an appointment with~~ contact the office of human resources 90 days prior to their anticipated retirement date, ~~in order to ensure to assist with~~ timely processing of the retirement benefits and continuation ~~of various~~ insurance coverages. ~~Applications for retirement~~ Retirement applications must be submitted to MOSERS ~~at least 30 days before the desired retirement date; failing to do so can delay retirement. Employees can also submit the application electronically by accessing their employee portal on MOSERS website, according to their deadlines to avoid delays, and may be submitted electronically through the MOSERS employee portal.~~ The Office of Human Resources is available to provide assistance throughout the retirement application process. ~~assist in applying for retirement.~~

6.2.3 Benefits available to retired employees

The university extends a number of employee benefits to retired employees in recognition of their dedication and loyal service to Missouri State University. These benefits include a retired employee's identification card, use of the university's Health and Wellness Center and pharmacy, personal check cashing privileges at the bursar's office (business office on the West Plains campus), use of the Faculty/Staff Charge Account, library privileges, use of campus recreational facilities, employee discounts on purchases in the bookstore, admission to athletic events and cultural programs at reduced employee rates, and admission to convocations and lectures. Retirees may also obtain an identification card for their spouse or domestic partner.

Retirees may continue ~~to be covered under the university's medical insurance~~ medical insurance coverage by meeting the eligibility ~~criteria specified requirements outlined~~ in the *Medical Insurance booklet* Summary Plan Document and by ~~making~~ paying the required contributions. ~~Continuation of the life insurance coverage is Life insurance, as well as voluntary insurance plan(s), continuation options are~~ available at the time of retirement. ~~Refer to the benefit plan booklets for applicable provisions. Specific provisions are detailed in the respective benefit plan documents.~~ Retired employees also may enroll in one college course each semester and have required student fees paid by the university. If this benefit is used for a course held during an intersession, it will count for the corresponding regular semester. This waiver of fees benefit can be assigned to the eligible dependent children of a retiree as described below, but it cannot be assigned to the retiree's spouse or domestic partner.

Eligible dependent children of retirees who are enrolled at Missouri State University are extended the same educational benefit available to the eligible dependent children of a full-time regular employee as described in [Section 6.4.1](#) of this handbook. Eligibility of dependent children of a retiree for this benefit will be determined according to the eligibility standards set forth for dependents of employees as listed in [Section 6.4.1](#) of this handbook. This benefit is not applicable to out-of-state tuition, book costs, or any special fee pertaining to a specific class or private instruction. The eligible dependent must pay the required student fees for all college-level courses taken over the 15 credit hours per academic year covered under this program. To receive this required student fee waiver benefit for eligible dependent children, the retiree can access the automated fee waiver system by logging onto [My Missouri State](#), Profile, Employment Details, Fee Waiver.

6.2.4 Benefits available to emeritus employees

Emeritus status may be granted to retiring staff and administrative employees as a special recognition for exemplary work performance and outstanding, loyal and dedicated service to the university. To be eligible for consideration for Emeritus status, the employee must be in retirement status, must ~~meet the requirements in Section 8.8 of this handbook. have had 10 years of service in a full-time regular position and must have the approval of the appropriate administrative officials and the Board of Governors.~~ Emeritus staff members are listed in the *Missouri State University Directory*, are entitled to all the benefits previously listed for retirees, receive invitations to special events held throughout the year, and receive a President's Parking Pass. (See [Section 8.8](#) of this handbook for additional information about Emeritus status).

6.4.1.3 Dual Credit Instructors

~~To qualify for a 3-credit hour fee waiver, an instructor must teach at least three (3) credit hours in an academic year (fall–summer). The fee waiver becomes available only after the instructor has completed teaching the course and met all eligibility requirements.~~

~~The fee waiver may be used by the instructor or their dependent(s). The individual using the fee waiver must be registered for the class before submitting a fee waiver request.~~

~~This benefit is available on an annual basis for instructors who meet the eligibility criteria and will continue as long as the instructor remains eligible.~~

~~Fee waiver requests must be submitted during the current semester/term. Late requests received after the semester/term has ended will not be processed.~~

6.5 Workers' compensation

All university employees are extended Workers' Compensation coverage which provides payment of approved medical expenses and salary compensation to employees who suffer the effects of a work-related injury or ~~who incur an~~ occupational ~~disease illness~~ arising out of and in the course of employment with the university. The amount of compensation authorized under Workers' Compensation is prescribed by law and the State of Missouri and not by the university.

- A work-related injury must be reported immediately to the employee's supervisor and the office of human resources (benefits specialist). If after hours, the employee must leave a voice message or send an email to the supervisor and human resources.
- The supervisor must ensure that an employee injured in a work-related accident completes a Missouri State University On-The-Job Injury Report form and other additional forms found on the [Workers' Compensation](#) page.
- The supervisor must complete the "Supervisor Comment Section" and send the completed form to the office of human resources **within 24 hours of the injury**. If there is a good reason for not reporting the injury within 24 hours, the injury must be reported as soon as possible, but no later than 30 days after the work-related accident.
- It is imperative that the required paperwork be completed in a timely fashion to avoid delays in the claim being processed or unnecessary delays in medical treatment.
- Even if the employee does not seek medical treatment, the workers' compensation forms should be completed and sent to the office of human resources. This will be recorded as an incident only.
- Upon receiving a work-related injury requiring medical attention, employees must contact CARO (Central Accident Reporting Office) at 1-800-624-2354 for the name of an authorized medical care provider prior to seeking treatment. This referral service is available 24 hours a day, 365 days a year.

If the injury is considered to be serious (e.g., potentially life and/or limb threatening), the injured employee should proceed immediately to the nearest hospital emergency room. The employee or supervisor must notify the office of human resources immediately.

The State of Missouri will not pay for medical treatment an employee receives from a medical provider who has not been approved by the Central Accident Reporting Office

(CARO). Employees may seek their own medical care with the provider of their choice at their own expense.

Employees injured on the job will be excused from work without loss of pay, vacation, or sick leave in order to obtain medical attention on the day the accident or injury occurs. Additionally, an employee will be excused from work without loss of pay, vacation, or sick leave to obtain further medical treatment related to the injury. An employee must limit absences from work to the time required to receive medical attention only and is required to furnish satisfactory proof of having received medical attention from the medical provider showing arrival and departure time.

If the employee has off-campus follow-up appointments they will be paid until the time they leave the campus. If the employee decides not to return to work after receiving treatment, they must notify their supervisor immediately and will be required to use any accrued leave, or if they have none available, time will be counted as leave without pay.

If an employee is unable to return to work following the accident or injury, the employee will be granted leave without pay. Full-time regular employees may elect to use accumulated vacation or sick leave instead of taking leave without pay. Workers' Compensation law requires a three-day waiting period following an accident or injury before making payments to employees. After the three-day waiting period, an employee may either (1) take the compensation paid through Workers' Compensation only and go on leave-without-pay status, or (2) continue to use accumulated vacation or sick leave to supplement the Workers' Compensation pay in order to receive full salary. Employees must report the type of leave on their time sheet or leave report for the period of time the employee is unable to work. In no case shall an employee receive more than his/her normal monthly salary amount as a result of receiving both Workers' Compensation pay and vacation or sick leave benefits.

Employees who are off work due to a work-related injury or illness (i.e., one for which the employee has filed a workers' compensation claim) will not accrue any vacation or sick leave if they have not worked or received university paid leave for at least 80 hours during each pay period that they are off work. However, employees who supplement their workers' compensation payments (i.e., the temporary total disability [TTD] payments from the State of Missouri) by using their accrued vacation, sick leave and/or compensatory time off during the month will accrue vacation and sick leave for that month.

An injured employee who is unable to return to work after incurring a work-related accident or injury is required to provide documentation to his/her supervisor and the office of human resources stating the necessity to be off work and the length of time the employee must

remain off work. When returning to work, a written release from the doctor is required in coordination with CARO.

An employee injured on the job must tell the medical provider that the accident or injury is work-related and will be filed with Workers' Compensation. Any bills for medical and hospital expenses received by the employee must be forwarded to CARO.

Workers' Compensation benefits may be reduced for injuries sustained in conjunction with the use of alcohol or controlled, non-prescribed drugs. Benefits may be forfeited if it is shown that the use of alcohol or controlled, non-prescribed drugs was the proximate cause of the injury. Under Missouri law, the university can request an employee to take a test for alcohol or a non-prescribed controlled substance if the university suspects usage by the employee. All workers' compensation benefits are forfeited if the employee refuses to take a test when requested by the university.

G7.02-7 Leave Benefits

7.1 Vacation leave

All full-time regular employees are eligible to receive paid vacation leave. Employees will accrue leave with a minimum of 80 hours paid time in a pay period.

Employees who terminate employment or retire from the university will accrue vacation ~~in~~ for the month of ~~termination/retirement-separation~~ provided ~~that~~ they have at least 80 hours of paid time for that pay period; no partial monthly accruals are allowed.

Employees who are off work due to a work-related injury or illness (i.e., ~~one for which the employee has with a~~ a filed a workers' compensation claim) will not accrue ~~any~~ vacation leave ~~if they do not have 80 hours paid time during each pay period that they are off work during any pay period in which they do not meet the 80-hour paid time requirement.~~

Employees may supplement their workers' compensation payments (i.e., the temporary total disability [TTD] payments from the state of Missouri) by using their accrued vacation, sick leave, or compensatory time off during the pay period in order to meet the minimum 80 hours of paid time.

Employees accrue vacation monthly and may carry days forward from one month to the next. The maximum amount of vacation that can be carried forward from one fiscal year to the next cannot exceed two times the employee's annual allowance. For example, if an employee earns vacation at the rate of 8 hours each pay period, or 96 hours per year (12 days), the employee may carry forward up to a maximum of 192 hours (24 days). Any amount of leave over the maximum accumulation of two times the annual allowance is lost

at the end of the fiscal year (June 30th) in which the maximum accumulation amount has been reached.

7.2.2.1 Unused sick leave applied at retirement

Employees terminating employment for any reason *other than qualified retirement* are not paid for their unused sick leave. ~~However, the~~ Missouri State Employees' Retirement System (MOSERS) requires ~~that the university to~~ report the number of unused sick hours ~~that an employee had at the time the employee terminated employment with the university at the time of separation.~~ If the employee is vested in MOSERS at the time of termination of employment, MOSERS will convert the reported unused sick leave hours into retirement service credit in accordance with its plan guidelines. ~~168 hours equals one month of service credit. When the employee becomes eligible and applies for MOSERS retirement benefits, any applicable service credit will be factored into the benefit calculation. When the employee applies for retirement at some future date when he/she is qualified to retire, MOSERS will include those months of service in the calculation of the retirement benefit amount.~~

The provisions of this section regarding treatment of sick leave by MOSERS are subject to modification in order to comply with MOSERS requirements. ~~Employees Staff and Faculty in 12 month positions~~ who retire under one of the university's public retirement plans will be paid for 40 percent of any accrued unused sick leave ~~rounded up or down to the nearest full day~~ (up to a maximum of 384 hours (48 days), ~~and the any~~ remaining unused sick leave will be reported to MOSERS for inclusion as creditable service in accordance with MOSERS' policies. ~~regarding the reporting of unused sick leave.~~ A qualified retirement is one in which the employee is eligible for and receives a monthly retirement benefit from one of the university's retirement plans (Missouri State Employees' Retirement System).

Faculty with 9-month appointments who retire under MOSERS or CURP will not be paid for accrued but unused sick leave upon retirement. Rather, with respect to faculty members who retire under MOSERS, the entire balance of their accrued but unused sick leave will be reported to MOSERS for retirement service credit. Faculty members who choose to remain in and retire under CURP will not receive retirement service credit for accrued but unused sick leave.

7.5.2 Vacation leave accrual and use

Full-time 12-month administrative and professional employees who hold faculty rank will accrue leave with a minimum of 80 hours paid time in a pay period. Vacation time will accrue at a rate of 13.34 hours per pay period or 160 hours per year (20 days). Use of vacation is must be consistent with policy sections 7.1 and 7.1.3. ~~Such employees accrue~~

vacation monthly and may carry days forward from one (1) month to the next. The maximum amount of vacation that can be carried forward from one fiscal year to the next cannot exceed two times the employee's annual allowance. For example, if an employee earns vacation at the rate of 13.34 hours each pay period, or 160 hours per year (20 days), the employee may carry forward up to a maximum of 320 hours (40 days). Any amount of leave over the maximum accumulation of two times the annual allowance is lost at the end of the fiscal year (June 30) in which the maximum accumulation amount has been reached.

Vacation may be taken only after time is accrued and recorded at the end of each month. It cannot be taken before it is accrued or in anticipation of it being recorded at the end of the month. Vacations may be taken as weekly periods, individual days, or in half-day increments as long as the period chosen meets with departmental approval and there is a sufficient leave balance available.

Nine-month faculty (including 9-month clinical faculty) do not accrue vacation time under this Section 7.5.

7.5.5.1 Retirement

A qualifying retirement ~~is one in which the occurs when a~~ faculty member (~~whether an including~~ academic administrator, 12-month faculty, or 9-month faculty), ~~at the time he/she~~ leaves the university, ~~and~~ is eligible for and receives a monthly retirement benefit ~~in the university's retirement plans: under~~ Missouri State Employees' Retirement System (MOSERS) or College and University Retirement Plan (CURP). Academic administrators and professionals ~~in 12- month positions~~ who retire from the university ~~while serving in a 12- month position~~ are ~~entitled to payment~~ eligible for ~~payout of all~~ accrued, unused vacation time. ~~(See 7.1.3 and 7.1.4).~~ They will ~~also be paid for~~ receive forty percent ~~of their earned, unused sick leave,~~ up to a maximum of 384 hours (48 days). ~~of their accumulated earned, unused sick leave.~~ Such employees retiring under the MOSERS plan ~~retirees~~ will have the remaining ~~earned, unused~~ sick leave reported ~~to MOSERS for inclusion as creditable service in accordance with MOSERS' policies. as service credit in accordance with MOSERS policy (see 7.2.2.1)~~ However, the remaining earned, unused sick leave days will ~~not be reported to the CURP retirement plan~~ ~~retirees are not eligible for service credit based on unused sick leave for service credit because CURP does not recognize service credit as a component of its retirement benefit calculation. Calculation of the unused sick leave upon which the forty percent payment is based will not include the days allotted as unearned sick leave.~~

Faculty with 9-month appointments ~~are not paid for unused sick leave.~~ who retire under MOSERS or CURP will not be paid for accrued but unused sick leave upon retirement.

~~Rather, with respect to faculty members who retire under MOSERS, the entire balance of their accrued but All~~ unused sick leave will be reported to MOSERS for potential service credit. for retirement service credit. Faculty members who choose to remain in and retire under CURP will not receive retirement service credit for accrued but unused sick leave. CURP retirees do not receive service credit for unused sick leave (see 7.2.2.1).

Faculty are reminded that, after six (6) years of employment with the university, they are eligible to change from CURP to MOSERS, ~~which move and~~ may be beneficial to some faculty. For more information and/or to discuss how this move could affect your individual investment strategy, please contact the university's office of human resources at 417-836-6616 or MOSERS at 800-827-1063.

7.5.5.3 Resignation

Academic administrators and 12-month academic professionals who terminate their employment with the university while serving in a 12-month position are entitled to payment for ~~all~~ unused vacation time consistent with section 7.1.4 above, but are not entitled to payment for forty percent of the earned, unused sick leave. For MOSERS participants the university will report the number of earned, unused sick leave days the person accrued while serving in the 12-month position in accordance with MOSERS' policy regarding the reporting of unused sick leave. For CURP participants the university will not report the number of unused sick leave days earned because CURP does not recognize service credit as a component of its retirement benefit calculation.

7.19 Shared leave

7.19.3 Policy

Eligible employees may voluntarily donate accumulated vacation as defined by the Employee Handbook to a Shared Leave Pool (SLP) to aid eligible employees who are unable to work due to a qualifying event. Donations shall not be made directly from one employee to another, but shall be made to the university ~~pool as~~ established for this purpose under this Section.

7.19.4 Eligibility

A. Receiving shared leave

- a. Employee must have successfully completed their probationary period and have 625 hours of service in the previous 6 months at Missouri State University and be in a ~~leave-earning~~ full-time benefit eligible position to apply for SLP benefits.

- b. Employee must have donated at least 8 hours of earned vacation leave to the bank prior to requesting leave from the ~~pool~~ SLP in order to receive donations from the SLP.
 - c. Employee must have experienced a qualifying event as defined by Section (see 7.19.7 Qualifying Events).
 - d. Employee must have exhausted all accrued vacation, sick leave and compensatory time, except in the case of parental leave and bone marrow/organ donation.
 - e. Employee may request shared leave more than once, ~~however family and Medical Leave eligibility will be assessed before the employee may apply for additional shared leave benefits. Employee must normally return to work for six (6) continuous months following the last day of use of the donated time, if the maximum amount of approved SLP benefits were used; Family and Medical Leave eligibility will be determined before becoming eligible to apply for additional benefits from the pool.~~ Additional benefits ~~are not available~~ for a reoccurrence of a previously approved qualifying event ~~if the maximum benefit hours were used.~~ ~~are not allowed when the maximum benefits have been paid.~~
 - 1. An employee may have shared leave approved for multiple qualified events, but the total hours cannot exceed the per case limit in a rolling 12-month period.
 - 2. Once employees have exhausted the per case limit of shared leave, they must donate an additional 8 hours of vacation time before requesting a new qualified leave.
 - f. Employees who are on a work-related injury and concurrent FMLA leave can supplement shared leave after their work compensation adjustments and accrued leave are used.
- B. Donating shared leave
- a. Vacation leave may be donated upon accrual.
 - b. Employee contribution may not exceed 48 hours, unless the office of human resources has communicated a need for additional days. In that case, employee(s) may contribute additional ~~day(s)~~ hour(s) up to the limit requested at that time.

- c. Time must be donated in whole hours with a minimum donation of 1 hour.
- d. Donated hours cannot be ~~rescinded~~returned once ~~they are~~ donated.

C. Bone marrow and organ donation

- a. An employee must be employed at Missouri State University for a minimum of ninety (90) days before applying for time from the SLP for bone marrow or organ donation. A leave accruing employee may apply for time from the ~~shared leave pool~~SLP for bone marrow or organ donation without a qualifying donation of vacation time to the ~~shared leave pool~~SLP and without first exhausting all accrued sick and vacation time. The employee must provide the SLP committee with written verification from health care facility that he or she is serving as a bone marrow or organ donor. The employee may be granted a maximum of forty (40) hours from the SLP for bone marrow donation and a maximum of two-hundred forty (240) hours from the SLP for organ donation.

D. Parental Leave

- a. Eligible employees are entitled to 80 hours of paid parental leave following the birth, foster care placement, or adoption of a child within the home, utilizing funds from the ~~shared leave pool~~SLP.
 - 1. If both parents are otherwise eligible for parental leave, both parents may each make individual request for parental leave.
- b. Leave must be consecutive within the first 12 weeks following the birth, foster care placement, or adoption of a child within the home.
 - 1. Parental leave requests are limited to 80 hours on a 12-month rolling basis.
- c. Vacation, sick, and compensatory time need not be exhausted before utilization of parental leave. Utilization of parental leave does not prevent further use of the ~~shared leave pool~~SLP for other qualified events.

7.19.6 Procedures

A. General

- a. The maximum amount of SLP benefits accessible to a recipient cannot exceed one-third of the balance of the ~~pool~~SLP, or 480 hours leave time per case, whichever is less. The 480-hour per case limit applies per medical

case/diagnosis. Once 480 hours have been granted for a specific diagnosis, a recurrence of that same diagnosis would not be eligible for additional leave consideration under the policy. Additionally, as outlined in section 7.19.14, a recipient's total hours cannot exceed 480 in a rolling 12-month period.

- b. The leave granted will run concurrent with FMLA as appropriate. SLP benefits may be prorated for employees who have worked less than 1 year of service and actual hours approved are based on specific case details and need as determined by the committee.
- c. When an employee receives medical clearance to resume full-time work, they must promptly return. Any previously approved SLP hours become null upon receiving clearance and any remaining approved unused balance reverts back to the ~~Shared Leave Pool~~SLP.
- d. Full-time employees receiving a medical release for return to work on a part-time basis (i.e., fewer hours per day per week than the regular work schedule), may continue to use SLP Committee approved donated leave for the balance of the regular work schedule until medically released for full duty or until approved SLP hours are exhausted.
- e. If intermittent leave is required, approved SLP benefits may be provided on an as-needed basis until the employee has been approved by their attending physician to return to work full-time. Leave can be taken intermittently.
 - 1. Hours approved by the committee for intermittent leave may be reassessed based on changes in the employee's leave balances.
 - 2. The committee may request recertification to verify the ongoing necessity of intermittent leave.
- f. It is not possible to make back-payments to a SLP recipient who may have already taken some leave without pay. Donated time will be available for use by the recipient in accordance with regular payroll procedures and deadlines.
- g. SLP hours may not be converted to cash.
- h. The estate of a deceased employee is not entitled to payment for approved unused SLP hours.
- i. If an employee earns additional leave benefits while drawing from the SLP, employee must use those hours before additional SL pool hours are used.

- j. Eligible employees must apply for FMLA leave in conjunction with leave used from the SLP.
- B. Requesting leave
- a. Employees will request leave from the SLP at the [My Missouri State](#) portal. Designees for the employee may request leave by completing the Request for SLP Leave available in the office of human resources.
 - b. Any employee requesting leave from the SLP must provide a HIPAA release form provided by HR and appropriate documentation:
 - 1. Attending physician's statement indicating the reason for the leave, beginning date of health condition and anticipated date employee will be able to return to work.
 - 2. Birth certificate, adoption certificate, or legal placement agreement.
 - c. After receiving a completed application, the office of human resources will verify the employee's eligibility and status, including current accumulated leave and will notify the Committee of the need to meet. Immediately prior to the committee meeting, the eligibility will be reviewed, updated if necessary, and confirmed.
 - d. The human resources representative will notify the employee of the decision within five (5) business days of a decision by the committee.
 - e. Upon approval, the office of human resources will make the transfer of hours from the university's SLP to the employee's leave balance. The time sheet or leave request should be submitted with hours designated as shared leave at the recipient employee's rate of pay. Shared Leave time may not be recorded for payroll purposes until the application has been approved.
 - f. The application form may be submitted up to 30 days in advance of need.
- C. Donation of leave
- a. An employee wishing to donate vacation leave to the shared leave donation bank will submit their donation online through the portal at [My Missouri State](#).
 - b. HR reserves the right to ask employees separating employment from the University to donate unused vacation leave to the SLP.

III.C.4.

MISSOURI STATE UNIVERSITY

BOARD RESOLUTION

HUMAN RESOURCES NO. 1812-26

Approval of FY27 additional fringe benefits
to be funded by the Missouri State University
Foundation

WHEREAS, the Missouri State University Foundation exists to assist and support Missouri State University in a variety of ways that are in the best interests of the institution; and

WHEREAS, the Foundation has provided funding for certain fringe benefits for University employees which would be difficult for the University to fund without the assistance of the Foundation.

THEREFORE, BE IT RESOLVED that the Board of Governors approves the fringe benefits as set forth in the attached Exhibit A for the University employees (for Fiscal Year 2027) which fringe benefits the Board of Governors finds to further support the public purposes of the University; and

BE IT FURTHER RESOLVED that the University provides the following fringe benefits to its employees as approved and provided by the Missouri State University Foundation, based on funding and/or reimbursement to the University from the Foundation (Exhibit A), which fringe benefits the Board further finds to be comparable to that provided by similar institutions.

Melissa Gourley
Board Chair

Passed at meeting of
June 26, 2026

Rowena Stone
Secretary to the Board

COMMENTS:

These benefits are for fiscal year 2026-2027 unless otherwise approved by the Board by contract or otherwise. Also, this approval is in line with the recent IRS guidance that salary and fringe benefits supported by not-for-profit corporations should be approved by the governing board and consistent with comparable compensation packages. This resolution has been reviewed by the University legal counsel.

EXHIBIT A (Benefits Funded by the MSU Foundation)

Dr. Richard Williams
President

Travel Expense for spouse when accompanying the
President on University business

MISSOURI STATE UNIVERSITY

BOARD RESOLUTION

HUMAN RESOURCES NO. 1813-26
Approval of Employment Agreements
for University Athletics

WHEREAS, the University desires to employ the Athletic Coaches/Administrators designated as a New Hire in Schedule 1, pursuant to the terms and conditions of a mutually executed Athletics Employment Agreement.

WHEREAS, the University desires to continue the employment of those Athletic Coaches/Administrators designated as Continuing Employees in Schedule 1, pursuant to the terms and conditions of a mutually executed Athletics Employment Agreements.

NOW, THEREFORE, BE IT RESOLVED that the Board of Governors of Missouri State University approves and authorizes the President to execute the applicable Employment Agreement for Athletics for the individual listed in Schedule 1.

Melissa Gourley
Board Chair

Passed at meeting of
June 26, 2026

Rowena Stone
Secretary to the Board

Comments:

The individuals listed may also be eligible to earn achievement payments contingent upon the athletic success of certain athletics teams, pursuant to the terms of the Employment Agreement.

Schedule 1

[illegible]

Schedule 1

III.E.1.

MISSOURI STATE UNIVERSITY

BOARD RESOLUTION

PROCUREMENT ACTIVITY REPORT NO. 554-26

Approval of Procurement Activity Report for the
month of May 2026

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

Melissa Gourley
Board Chair

Passed at meeting of
June 26, 2026

Rowena Stone
Secretary to the Board

COMMENTS:

This report lists activities managed by Procurement Services with respect to contracts that are greater than or equal to \$100,000.00 and did not exceed \$250,000.00.

It is recommended that the attached report be accepted.

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

May 2026

This report lists activities managed by Procurement Services with respect to contracts that are greater than or equal to \$100,000.00 and did not exceed \$250,000.00.

May 5, 2026

Generator Maintenance and Emergency Service	\$114,365.00
Facilities Management	(Estimated)

Renewal requested for Contract C7545-1, AMD-4, Fourth Renewal for Generator Maintenance and Emergency Services to provide generator maintenance and services for twenty-nine generators for the University campus.

Contract period is May 1, 2026 through April 30, 2027 for the fourth of four available renewal options.

Subject to need and continued satisfactory performance, the University is seeking to continue to exercise the remaining available annual renewable options.

Note: Funding to be from Operating Springfield Facilities and Maintenance Service Agreements General Physical Plant A02000 062020 73422 071.

Property Lease

Civic Center – City of West Plains	\$133,332.00
West Plains Campus	

A new agreement to replace the most recent expiring agreement was executed with the City of West Plains for lease of the West Plains Civic Center for selected University functions. The period is July 1, 2026 through June 30, 2027, to continue this ongoing annual lease.

The amount is to be paid in twelve monthly payments of \$11,111.00, with the first payment due and payable on July 1, 2026, and each succeeding payment becoming due and payable on the first day of each month through June 1, 2027.

Further increases to this annual renewal will be calculated based on the December Consumer Price Index (CPI) in the year of the current contract.

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

Subject to ongoing satisfactory performance, the University will continue to execute new annual lease agreements to replace expiring annual lease agreements as needed.

Note: Funding to be from West Plains Operating Rental of Facilities Public Relations and Development A92000 042067 73621 065.

**Fire Alarm and Sprinkler Service \$183,703.30
Facilities Maintenance**

Pursuant to University policy, which allows for participation in contract agreements established by other public entities, the University is requesting fire alarm and sprinkler inspections for various academic and auxiliary buildings, utilizing the State of Missouri Cooperative Contract with Johnson Control Fire Protection.

Fire alarms, sprinkler systems, fire suppression systems, and emergency lights will be inspected periodically for over 50 buildings from April 1, 2026 to March 31, 2027.

Note: Funding to be from Fire Inspection Capital Maintenance and Repair Work Order X06063 302024 769000 095.

May 19, 2026

**Federal Government Relations Consulting Services \$180,000.00
Office of the President**

The University seeks a one-year agreement to be issued to Hartley Blunt Strategies, LLC, (HBS) for the University's federal government relations consulting agreement.

Agreement is from June 1, 2026, and is to continue to May 31, 2027. Thereafter, the University has the option to renew for additional twelve (12) month terms. Such an option will automatically be executed unless the University provides written notice of its intention not to renew at least ninety (90) days prior to the expiration of the current term.

University alumnus Gregg Hartley leads the HBS team to provide federal governmental relations consulting services. Assistance provided by the HBS team has allowed the University to successfully advocate for significant federal financial support, develop relationships with legislators and executive branch staff, elevate the University's profile at the national level, and understand/impact federal regulatory issues.

ACTIVITY REPORT
MISSOURI STATE UNIVERSITY
OFFICE OF PROCUREMENT SERVICES

Currently the HBS team is working in several areas to advance the University's interests at the federal level. A change in provider for federal government relations would disrupt such efforts and be detrimental to the university.

Recommend award to HBS for the provision of federal government relations consulting services.

Subject to need and continued satisfactory performance, the agreement may be extended on an ongoing basis.

Note: Funding to be from Operating Springfield Governmental Relations Service Professional Other Public Relations and Development A02000 012003 73420 065.

Thermographic Imaging System
Jordan Valley Innovation Center (JVIC)

\$249,800.00

Systems from both Thermal Wave Imaging (TWI) and MoviTHERM were evaluated for performance in flaw detection on various composite materials. These contractors are the only two known companies that produce thermographic imaging systems for the purpose of inspecting composite materials and aerospace components. Of these two contractors, only TWI could provide a solution capable of meeting the requirements of the research program for which the system is to be purchased.

Thermography as implemented in the TWI EchoTherm system provides fast, non-contact, wide-area inspection of flat or curved structures, and can measure material properties or depth and area of subsurface defects. These defects include flaws such as voids, delaminations, or inclusions which can severely impact the viability of an aerospace vehicle component. Cost effective means of detecting these flaws are in high demand, especially where they can be integrated into the production process. Thermographic imaging is an attractive candidate for this activity due to its high speed, low cost compared to x-ray CT, and easily interpreted data compared to ultrasound.

A thermographic imaging system of this type works by heating the surface of a sample with a brief pulse of light as an infrared camera monitors the resulting temperature changes. TWI's patented Thermographic Signal Reconstruction (TSR) method then extracts information about the subsurface structure from that temperature data, producing images that can measure properties like thickness or reveal flaws.

Purchase is required to perform the inspection and research data collection activities necessary to allow JVIC and Mentis Sciences, Incorporated to improve the output quality and production process efficiency of an advanced, high-temperature composite product.

ACTIVITY REPORT
MISSOURI STATE UNIVERSITY
OFFICE OF PROCUREMENT SERVICES

Data collected from this system will be combined with information from other systems to support activities to meet the deliverables of a federally funded program. The system shall be funded by the Defense Logistics Agency (DLA) on the project, *Tools and Processes for High Temperature Composites*.

Recommend award to Thermal Wave Imaging as the sole source.

Note: Funding to be from Subcontract Purchase Order 5296 between Mentis Sciences, Incorporated, and the University.

Payment is to be made through CASE-High Temperature Composites, Center for Applied Science and Engineering Capital Equipment Research I03273 072008 75001 021.

May 26, 2026

Electronic Databases
University Libraries

\$121,731.40

Pursuant to University policy, which addresses justification for making awards on a single feasible source basis, the University is seeking renewed if annual library sources through OCLC.

University Libraries have subscribed to OCLC and its union catalog product called FirstSearch/WorldCat since 1994. FirstSearch/WorldCat is OCLC's global union catalog of over two billion holdings, including books, web resources, magazines, journals, and other materials. The multilingual catalog is used by students, faculty, catalogers, librarians, and scholars around the world.

During the calendar year of 2025, the FirstSearch side of the product, which provides precision searching of WorldCat for library personnel and expert users, was used over 2,200 times, while WorldCat was used for searches by Missouri State University students, faculty, and community members 22,329 times.

Additionally, among the products tied to this package is the library's Inter Library Loan (ILL) system software that allowed the library to obtain over 8,800 requested books, journals, and articles for faculty and students in 2024. ILL is vital for our faculty and students for research and learning.

Numbers indicate that ILL is a high-use product, has a low cost per use ratio, and the Dean of Library Services has indicated that if there are future budget restrictions, other library materials, services, or products that would be dropped well before this database of the world's bibliographic holdings would be considered for termination.

ACTIVITY REPORT
MISSOURI STATE UNIVERSITY
OFFICE OF PROCUREMENT SERVICES

Purchase through OCLC, as a member allows the libraries to take advantage of pricing negotiation. Significant discounts over direct licensing from providers are offered that are based upon the number of consortium members who license a particular resource. Renewal period is July 01, 2026, through June 30, 2027 and includes, Cataloging and Metadata Subscription, Tipasa WorldShare Ill, WebDewey, FirstSearch, Contentdm Base Subscription, and Contentdm Collection Size.

Subject to ongoing need and satisfactory performance, future orders will be issued on a continuing basis.

Note: Funding to be from Operating Springfield Library Administration Educational A02000 172000 73402 041.

Furniture	\$249,605.00
Plaster Student Union	(Estimated)

Pursuant to University policy, which addresses justification for making awards on a single feasible source basis, the Plaster Student Union (PSU) requests approval to make award to Planning Design & Construction (PDC) utilizing Circadia, formerly Scott Rice, for replacement of food court chairs and tabletops for the PSU.

After investigating other vendors and styles, it was determined and approved by the University President to recreate the existing styles with updated finishes. Circadia will be recreating/fabricating the food court chairs, as the existing chairs are obsolete and no longer in production. Other vendors are unable to recreate/fabricate the chairs in such a manner to meet the needs of the timeline.

Furniture is to be installed before August 20, 2026, and the area will maintain its current function until the recreated furniture is installed.

Note: Funding to be from Plaster Student Union (PSU) Operations Supplies Non-Capital Equipment Auxiliary Revenues and Expenses H02008 202000 73211 201.

III.E.2.

MISSOURI STATE UNIVERSITY

BOARD RESOLUTION

PROCUREMENT CONTRACT NO. 1-26

Approval of an extension of an expiring contract for an Integrated Library System (ILS) Platform for University Libraries

BE IT RESOLVED by the Board of Governors of Missouri State University that the proposal from Otto Harrossowitz in the amount of Three Hundred Sixty-Seven Thousand Three Hundred Fifty-Nine and 00/100 dollars (\$367,359.00) be accepted, approved, and awarded.

BE IT FURTHER RESOLVED that this renewal be paid from the Library Administration Operating Service Educational Libraries A02000 172000 73402 041 budget.

BE IT FURTHER RESOLVED that the Director of Procurement Services and University Procurement Services Buyer be authorized to sign the renewal agreement with the contractor selected, incorporated herein by reference, and perform those acts necessary to carry out and perform the terms of the agreement. With approval of the above budget, authorization is also provided to further sign agreements, amendments to existing agreements, and/or easements directly related to this agreement as long as the approved budget is not exceeded.

Melissa Gourley
Board Chair

Passed at meeting of
June 26, 2026

Rowena Stone
Secretary to the Board

COMMENTS:

Recommend approval to extend through June 30, 2029, a June 20, 2026 expiring solicited contract approved by the Board of Governors in 2023 with EBSCO for its FOLIO Integrated Library System (ILS) platform. The proposed term is July 1, 2026 through June 30, 2029.

EBSCO is a leading provider for both public and nonpublic entities, and its customizable library platform can be made specific to the University.

As a flexible open-source Library Services Platform solution, FOLIO provides acquisitions, cataloging, collection management, circulation, reporting functionality, and a robust Application Program Interface (API) to support operations, resource access, and strategic objectives for the University Libraries.

FOLIO Services from EBSCO provides a managed, cloud-hosted instance of the FOLIO platform and its modules, maintained and supported by EBSCO.

EBSCO Discovery Service (EDS) provides an integrated discovery system, allowing university students, faculty, and staff a unified interface to discover both print and electronic resources, owned or subscribed, to which access is facilitated by the University Libraries. It is the primary search tool for students and faculty, offering a single, intuitive entry point to licensed scholarly content and significantly increasing the value and visibility of collections.

Included in the package are EBSCO FOLIO and EBSCO Discovery Service (EDS), and all collective components are essential to managing and providing access to the more than 1.3 million physical and electronic items held by University Libraries. As the core system FOLIO serves to track acquisitions, licenses, and usage, ensuring strong fiscal oversight and efficient management of resources.

Together, these platforms maximize the investment, while supporting teaching, learning, and research through reliable, modern access to information.

Contract to be paid from the Library Administration Operations Service Educational Libraries (\$367,359.00) budget.

III.E.3.

MISSOURI STATE UNIVERSITY

BOARD RESOLUTION

PROCUREMENT CONTRACT NO. 2-26
Approval of and renewal of Class S1 Domestic
Origin and Wiley Titles and Taylor & Francis Titles
Periodicals Serial Subscription

BE IT RESOLVED by the Board of Governors of Missouri State University that the proposal from Otto Harrossowitz in the amount of Eight Hundred Twenty-four Thousand and 00/100 dollars (\$824,000.00) be accepted, approved, and awarded.

BE IT FURTHER RESOLVED that the Annual Fee be established as follows:

Description	Annual Fee
Class S1 Domestic Origin	\$474,500.00
Periodicals for Serials Subscription Renewals	\$349,500.00
Total	\$824,000.00

BE IT FURTHER RESOLVED that this renewal be paid from the Library Administration Operating A02002 172000 75006 041 budget.

BE IT FURTHER RESOLVED that the Director of Procurement Services and University Procurement Services Buyer be authorized to sign the renewal agreement with the contractor selected, incorporated herein by reference, and perform those acts necessary to carry out and perform the terms of the agreement. With approval of the above budget, authorization is also provided to further sign agreements, amendments to existing agreements, and/or easements directly related to this agreement as long as the approved budget is not exceeded.

Melissa Gourley
Board Chair

Passed at meeting of
June 26, 2026

Rowena Stone
Secretary to the Board

COMMENTS:

Renewal of Contract C8269-1 with Otto Harrassowitz is for the purchase of (1) Periodicals Class S1 Domestic Origin and (2) Periodicals – Serials Subscription renewals for the period July 1, 2026 through June 30, 2027. Subscription renewals represent the Library's FY2027 subscription renewals for a large group of domestic periodicals, and the Serial Subscription renewals for Wiley Titles, and Taylor & Francis Titles.

Contract C8269-1 Subscription Period is July 1, 2026 through June 30, 2027, which is the second of four one-year renewal options.

Prices and mailing services for the first renewal will remain the same as during the original contract period.

Subject to continued satisfactory performance, the University will continue to exercise the remaining available annual renewal options when due.

Contract to be paid from the Library Administration Operations (\$824,000.00) budget.

III.E.4.

MISSOURI STATE UNIVERSITY

BOARD RESOLUTION

PROCUREMENT CONTRACT NO. 3-26

Approval of and renewal of Class S2 Non-Domestic
Titles Subscription

BE IT RESOLVED by the Board of Governors of Missouri State University that the proposal from Otto Harrossiwitz in the amount of Four Hundred Twenty One Thousand and 00/100 dollars (\$421,000.00) be accepted, approved, and awarded.

BE IT FURTHER RESOLVED that this renewal be paid from the Library Materials A02000 172002 75006 041 budget.

BE IT FURTHER RESOLVED that the Director of Procurement Services and University Procurement Services Buyer be authorized to sign the agreement with the contractor selected, incorporated herein by reference, and perform those acts necessary to carry out and perform the terms of the agreement. With approval of the above budget, authorization is also provided to further sign agreements, amendments to existing agreements, and/or easements directly related to this agreement as long as the approved budget is not exceeded.

Melissa Gourley
Board Chair

Passed at meeting of
June 26, 2026

Rowena Stone
Secretary to the Board

COMMENTS:

Renewal of Contract C8270-1 with Otto Harrossowitz is for the purchase of Class S2 Non-Domestic Titles, Primarily European Publications for the subscription period of July 1, 2026, through June 30, 2027. Subscription renewals represent the Libraries FY2027 subscription renewals for a large group of foreign periodicals.

Contract C8270-1 Subscription Period is July 1, 2026, through June 30, 2027, which is the second of four one-year renewal options.

Prices and mailing services for the first renewal will remain the same as during the original contract period.

Subject to continued satisfactory performance, the University will continue to exercise the remaining available annual renewal options when due.

Contract renewal to be paid from the Library Materials (\$421,000.00) budget.

III.E.5.

MISSOURI STATE UNIVERSITY

BOARD RESOLUTION

PROCUREMENT CONTRACT NO. 4-26
Approval of contract for Trademark Licensing
Services for University Marketing and
Communications

BE IT RESOLVED by the Board of Governors of Missouri State University that the proposal from Collegiate Licensing Company (CLC) for Trademark Licensing revenue be accepted, approved, and awarded.

BE IT FURTHER RESOLVED that the Revenue be established as follows:

Estimated Annual Return to University		
Fiscal Year	Estimated Gross Royalties	Estimated Royalty Return
FY27	\$300,000.00	\$240,000.00
FY28	\$350,000.00	\$285,000.00
FY29	\$400,000.00	\$330,000.00
FY30	\$400,000.00	\$330,000.00
FY31	\$400,000.00	\$330,000.00
Royalty subtotal	\$1,850,000.00	\$1,515,000.00
+Signing Bonus		\$50,000.00
+Marketing		\$35,000.00
+Multimedia Rights		\$75,000.00
Estimated Five-year Value		\$1,675,000.00

BE IT FURTHER RESOLVED that revenue from this contract be posted to the Intercollegiate Athletics Administration H02000 222000 54135 201 budget.

BE IT FURTHER RESOLVED that the Director of Procurement Services and University Procurement Services Buyer be authorized to sign the renewal agreement with the contractor selected, incorporated herein by reference, and perform those acts necessary to carry out and perform the terms of the agreement. With approval of the above budget, authorization is also provided to further sign agreements, amendments to existing agreements, and/or easements directly related to this agreement as long as the approved budget is not exceeded.

Melissa Gourley
Board Chair

Passed at meeting of
June 26, 2026

Rowena Stone
Secretary to the Board

COMMENTS:

Missouri State University recommends awarding the University Trademark Licensing Contract to Collegiate Licensing Company (CLC), formerly Learfield.

Under the five-year offer, Missouri State University would receive 80% of gross royalties up to \$300,000.00 and 90% of gross royalties for any amount over and above \$300,000.00, along with a \$50,000.00 signing bonus, a \$7,000.00 annual marketing budget and an annual multimedia rights package valued at \$15,000.00 through Missouri State Sports Properties. The estimated five-year value is \$1,675,000.00, contingent upon the continued CLC partnership.

CLC's proposal provided the strongest financial package and creates additional opportunities to grow licensed merchandise sales. The signing bonus and annual marketing support provide immediate resources that can be reinvested in merchandising, retail promotion and brand-aligned product development. Its sponsorship package also creates a direct connection between licensing, athletics visibility and fan engagement, which should help expand awareness and sales of Missouri State University merchandise. Due to the additional promotional resources and CLC's experience managing collegiate licensing programs, CLC offers the best overall value to the University.

Subject to continued satisfactory performance, the University will continue to exercise the remaining available annual renewal options when due.

Revenue from this contract to be posted to the Intercollegiate Athletics Administration H02000 222000 54135 201 budget.

III.E.6.

MISSOURI STATE UNIVERSITY

BOARD RESOLUTION

PROCUREMENT CONTRACT NO. 5-26
Approval of an amendment to extend an existing
contract for Video Productions

BE IT RESOLVED by the Board of Governors of Missouri State University that the proposal from Hite Media in the amount of Four Hundred Ninety Six Thousand Two Hundred and 00/100 dollars (\$496,200.00) for one year be accepted, approved, and awarded.

BE IT FURTHER RESOLVED that the Production Cost Estimate for fiscal year 2027 be established as follows:

Services	Cost
ESPN Production, Conference USA, AAC (90 Events)	\$336,200.00
Video Board (Athletics)	70,000.00
Video Board (Academics/Graduations/Events)	40,000.00
Incidentals/Maintenance	50,000.00
Total One Year (Estimated)	\$496,200.00

BE IT FURTHER RESOLVED that this contract extension be paid from the Intercollegiate Athletics Advertising H02000 222034 73603 201 budget.

BE IT FURTHER RESOLVED that the Director of Procurement Services and University Procurement Services Buyer be authorized to sign the agreement with the contractor selected, incorporated herein by reference, and perform those acts necessary to carry out and perform the terms of the agreement. With approval of the above budget, authorization is also provided to further sign agreements, amendments to existing agreements, and/or easements directly related to this agreement as long as the approved budget is not exceeded.

Melissa Gourley
Board Chair

Passed at meeting of
June 26, 2026

Rowena Stone
Secretary to the Board

COMMENTS:

Pursuant to University policy, which addresses justification for making awards on a single feasible source basis, Video Services Contract SFS 8333 was awarded by the University to Hite Media for the fiscal year July 1, 2025, to June 30, 2026. This proposed new contract amendment includes a one-year renewal option for fiscal year July 1, 2026 to June 30, 2027.

Services under this contract provide the University significant national televised coverage for multiple sports on ESPN3, video board services, and video services for academic events such as graduations, convocations, and general events, as well as direct student educational experiences.

In May 2025, ESPN and Conference USA entered into a five-year agreement for media rights for member institutions. Effective July 1, 2025, Missouri State University became a full member of Conference USA. Conference USA is an ESPN exclusive conference, and as a full member the University is responsible for producing events for ESPN.

Hite Media and the University should continue this partnership due to the demonstrated understanding of the University brand and institutional knowledge to promote efficient television production for events and high quality creative content tailored to University audiences. Hite media assists with Video Board Productions, including ESPN, national television productions for FBS football, and all other sporting and non-sporting events.

Included are approximately 75 games provided with footage, highlights, equipment, maintenance, and production to include all sports, making Hite Media is an essential part of Athletics. Maintaining this partnership supports Missouri State Intercollegiate Athletics' goals of enhancing its brand presence, engaging key stakeholders, and efficiently delivering high-quality marketing and media content that advances the department's mission.

The proposed estimated cost of \$496,200.00 for fiscal year 2027 results from an additional \$56,200.00 over \$440,000.00 expended for fiscal year 2026. Factors include broadcast additions and infrastructure-related costs, and significant repairs and maintenance required to maintain the operational reliability of existing production equipment.

Subject to need and continued satisfactory service, utilization of this contract will be evaluated on an annual basis, and ongoing productions will continue to be made.

Contract to be paid from the Intercollegiate Athletics Advertising (\$496,200.00) budget.

III.E.7.

MISSOURI STATE UNIVERSITY

BOARD RESOLUTION

PROCUREMENT CONTRACT NO. 6-26

Approval of services contract for Dining Services for the West Plains campus to Great Western Dining Services

BE IT RESOLVED by the Board of Governors of Missouri State University that the proposal from Great Western Dining Company in the amount of Five Hundred Thousand and 00/100 dollars (\$500,000.00) be accepted, approved, and awarded.

BE IT FURTHER RESOLVED that this contract be paid from the West Plains Food Service H9001 040043 73408 201 budget.

BE IT FURTHER RESOLVED that the Director of Procurement Services and University Procurement Services Buyer be authorized to sign the agreement with the contractor selected, incorporated herein by reference, and perform those acts necessary to carry out and perform the terms of the agreement. With approval of the above budget, authorization is also provided to further sign agreements, amendments to existing agreements, and/or easements directly related to this agreement as long as the approved budget is not exceeded.

Melissa Gourley
Board Chair

Passed at meeting of
June 26, 2026

Rowena Stone
Secretary to the Board

COMMENTS:

Pursuant to University policy, which addresses justification for making awards on a single feasible source basis, a dining services contract will be awarded by the West Plains campus to Great Western Dining Services for the fiscal year July 1, 2026, to June 30, 2027. This new contract includes two one-year renewal options and replaces a previous Great Western Dining Services contract.

Great Western Dining has served as the food services provider at Grizzly Lofts under agreement with the West Plains campus since 2023. Their management and operation receive positive customer feedback and a reduction of their management fee is being provided to assist with the concern of rising future costs.

Management and operation of the Dining Hall is on a cost-plus management fee basis. Great Western Dining is to be reimbursed for all costs of the campus dining program, including food purchases, labor costs, and management/supervision costs, plus an annual management fee of \$29,000.00. Invoices are to be submitted monthly.

Subject to continued satisfactory performance, the University will continue to exercise the remaining available annual renewal options when due.

Contract is to be paid from the West Plains Food Service (\$500,000.00) budget.

III.F.1.

MISSOURI STATE UNIVERSITY

BOARD RESOLUTION

WEST PLAINS PERSONNEL NO. 522-26

Approval of Actions Concerning
Academic Employees

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

FACULTY APPOINTMENTS:

<u>Name</u>	<u>Rank</u>	<u>Salary</u>	<u>Effective</u>
Clint Hinds	Technical Instructor of Agriculture (9-month appt.) West Plains Campus	\$44,000 Annually	8/1/2026 5/21/2027

FACULTY REAPPOINTMENTS:

<u>Name</u>	<u>Rank</u>	<u>Salary</u>	<u>Effective</u>
ReBena Atkinson	Instructor West Plains Campus	\$45,920 Annually	8/10/2026 5/21/2027
Felix Danso	Assistant Professor West Plains Campus	\$48,000 Annually	8/10/2026 5/21/2027
Rachael Gipson	Technical Instructor/Prog Dir Vet Tech (12-month Appt) West Plains Campus	\$58,000 Annually	7/1/2026 6/30/2027
Rocky Long	Instructor/Director of Music (12-month Appt) West Plains Campus	\$60,600 Annually	7/1/2026 6/30/2027
Joanna Patillo	Assistant Professor West Plains Campus	\$56,660 Annually	8/10/2026 5/21/2027
Jenni Roberts	Instructor West Plains Campus	\$53,130 Annually	8/10/2026 5/21/2027
Ashlee Smith	Instructor West Plains Campus	\$50,600 Annually	8/10/2026 5/21/2027
Jennifer Strong	Instructor West Plains Campus	\$51,070 Annually	8/10/2026 5/21/2027
Misty Walton	Assistant Professor West Plains Campus	\$56,660 Annually	8/10/2026 5/21/2027

FACULTY REAPPOINTMENT AND PROMOTION:

<u>Name</u>	<u>Rank</u>	<u>Salary</u>	<u>Effective</u>
Elizabeth Mahan	From: Instructor	\$53,100	8/10/2026
	To: Assistant Professor	Annually	5/21/2027
	West Plains Campus		

FACULTY PROMOTION:

<u>Name</u>	<u>Rank</u>	<u>Salary</u>	<u>Effective</u>
Jason McCollom	From: Associate Professor	\$65,420	8/10/2026
	To: Professor	Annually	
	West Plains Campus		
Brenda Smith	From: Associate Professor	\$72,181	8/10/2026
	To: Professor	Annually	
	West Plains Campus		

REAPPOINTMENT, PROMOTION, AND TENURE RECOMMENDED

<u>Name</u>	<u>Rank</u>	<u>Salary</u>	<u>Effective</u>
Charles L. Cook	From: Technical Instructor	\$57,651	8/10/2026
	To: Advanced Technical Instructor	Annually	5/21/2027
	Tenure Recommended		
	West Plains Campus		

FACULTY NON-REAPPOINTMENT:

<u>Name</u>	<u>Position-Department</u>	<u>Effective</u>
Gabriel Foster	Termination of Lecturer position - Grant funding ran out West Plains Campus	7/31/2026
Carla Neff	Termination of Instructor position - Non-contractual compliance West Plains Campus	7/31/2026

FACULTY NON-ACADEMIC APPOINTMENT:

<u>Name</u>	<u>Rank</u>	<u>Salary</u>	<u>Effective</u>
Dasha Russell	Endowed Professorship	\$ 7,800	8/10/2026
	West Plains Campus		5/21/2027
Lisa Wade	Endowed Professorship	\$10,000	7/1/2026
	West Plains Campus		6/30/2027

(See Addendum A for Per Course Faculty Payments for the Summer 2026 session)

(See Addendum B for Supplemental Payments for the Summer 2026 session)

Academic Personnel Board Actions, cont'd.
Page 3

(See Addendum A for Per Course Faculty Payments for the Summer 2026 session)

(See Addendum B for Supplemental Payments for the Summer 2026 session)

Melissa Gourley
Board Chair

Passed at the meeting of
June 26, 2026

Rowena Stone
Secretary to the Board

ADDENDUM A

Per Course payments for the Summer 2026 session:

<u>Name</u>	<u>Department</u>	<u>Salary</u>
Patricia Chalfant	VIN	\$ 175.50
Emily Raegan Fox	EDU	\$ 1,800
Robert Lee Kitt	ART	\$ 1,260
Michelle Ledbetter	MGT	\$ 1,800
Sarah Mourreale	MTH	\$ 2,500
Typhanie Myers	EDU	\$ 1,680
David J. White	BUS	\$ 1,800
David K. White	PLS	\$ 1,800

ADDENDUM B

Supplemental payments for the Summer 2026 session:

<u>Name</u>	<u>Department</u>	<u>Salary</u>
Craig Albin	ENG	\$ 6,223.35
ReBena Atkinson	Dual Credit Coord.	\$ 1,000
Jessica Banning	NUR	\$ 4,821.37
Cathy Boys	CIS/IST	\$ 7,484.09
Felix Danso	CHM	\$ 6,148.68
Melinda Denton	MTH	\$ 2,280
Jennifer Edgeller	MTH	\$ 1,560.05
Ana Estrella	BIO/Dept. Chair Duties	\$ 9,707.68
Alexandra Graham	ENG	\$ 1,800
Krista Lair	CIS	\$ 2,004
Christopher Long	MUS	\$ 4,275
Elizabeth Mahan	PSY	\$ 4,139.10
Jason McCollom	HST/Dept. Chair Duties	\$ 9,413
Michael Orf	HST	\$ 900
Alex Pinnon	PHI/REL	\$ 7,847.40
Frank Priest	ENG	\$ 5,345.25
Jenni Roberts	Nursing Clinical Coord Duties	\$ 1,500
Sharath Rongali	BIO/BMS	\$3,064.04
Dasha Russell	BUS Internship/Dept. Chair Duties	\$ 750
Tresa Ryan	ALH/Dept. Chair Duties	\$ 9,565.33
Brenda Smith	AGR Internship/Dept. Chair Duties	\$ 750
Rajiv Thakur	GRY	\$ 6,184.50
Jay Towell	MTH	\$ 7,950.78
Ben Wheeler	BMS/ENV	\$ 8,246

COMMENTS:

Clint Hinds

BS in Agronomy and Animal Science – College of the Ozarks

Fall 2024	Teaching Asst, College of the Ozarks (Precision Ag Lab)
Spring/Fall 2025	Teaching Asst, College of the Ozarks (Crop Science Lab)
Spring/Fall 2025	Teaching Asst, College of the Ozarks (Animal Science Lab)
Fall 2025	Teaching Asst, College of the Ozarks, (AG in the Classroom)
2019 – Present	Hinds Farm – Co-Manager, West Plains, MO
2022 – Present	Hinds Lime & Fertilizer – Custom Applicator, West Plains, MO
2024 – 2025	COFO Agronomy-Student manager, Point Lookout, MO
2023 – 2024	COFO Beef Farm-Student manager, Point Lookout, MO
2020	Barks Tractor Repair-Mechanic, West Plains, MO

III.F.2.

MISSOURI STATE UNIVERSITY

BOARD RESOLUTION

WEST PLAINS PERSONNEL NO. 523-26
Approval of Actions Concerning
Nonacademic Employees

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

APPOINTMENTS:

<u>Name</u>	<u>Position-Department</u>	<u>Grade</u>	<u>Salary</u>	<u>Effective</u>
Sheila Decker	Academic Advisor WP Advising & Academic Support	42	\$42,850 Annually	06/16/2026
Bo Crites	Athletics Communications Specialist WP Athletics	41	\$39,998 Annually	07/01/2026
Chaytin Lea	Athletic Trainer WP Athletics	44	\$58,010 Annually	07/01/2026
Marc Hubbell	Asst. Director of Admissions Recruitment WP Admissions	42	\$40,814 Annually	07/06/2026
Autumn Collins	Grants & Executive Admin. Coordinator WP Chancellor's Office	17	\$51,126 Annually	07/20/2026

RESIGNATION:

<u>Name</u>	<u>Position-Department</u>	<u>Effective</u>
Lora Davis	Case Manager WP Counseling Services	08/19/2026

SEPARATION FROM EMPLOYMENT:

<u>Name</u>	<u>Position-Department</u>	<u>Effective</u>
Joseph Greenwood	Assistant Coach, Men's Basketball WP Athletics	05/15/2026

RETIREMENTS:

<u>Name</u>	<u>Position-Department</u>	<u>Effective</u>
Rebecca Estes	Administrative Assistant II WP Advising & Academic Support	06/30/2026

RETIREMENTS:

<u>Name</u>	<u>Position-Department</u>	<u>Effective</u>
Nina Williams	Administrative Assistant I WP ASCEND	06/30/2026
Karen Pecsok	Admissions Evaluator WP Admissions	07/31/2026

LAYOFFS:

<u>Name</u>	<u>Position-Department</u>	<u>Effective</u>
Marcella Bean	Academic Administrative Assistant III WP Nursing & Allied Health	06/30/2026
Pamela Tate	Student Support Specialist WP Advising & Academic Support	06/30/2026
Justin Wade	Director, ASCEND WP ASCEND	06/30/2026
Daniel Wilson	Programmer/Analyst WP Information Technology Services	06/30/2026

Melissa Gourley
Board Chair

Passed at meeting of
June 26, 2026

Rowena Stone
Secretary to the Board

III.F.3.

MISSOURI STATE UNIVERSITY

BOARD RESOLUTION

WEST PLAINS PERSONNEL NO. 524-26
Approval of Employment Agreements
for University Athletics - West Plains

WHEREAS, the University desires to employ the Athletic Coaches designated as a New Hire in Schedule 1, pursuant to the terms and conditions of a mutually executed Athletics Employment Agreement.

WHEREAS, the University desires to continue the employment of those Athletic Coaches/Administrators designated as Continuing Employees in Schedule 1, pursuant to the terms and conditions of a mutually executed Athletics Employment Agreements.

NOW, THEREFORE, BE IT RESOLVED that the Board of Governors of Missouri State University approves and authorizes the West Plains Chancellor to execute the applicable Employment Agreement for Athletics for individuals listed in Schedule 1.

Melissa Gourley
Board Chair

Passed at meeting of
June 26, 2026

Rowena Stone
Secretary to the Board

Comments:

Individuals listed may also be eligible to earn achievement payments contingent upon the athletic success of certain athletics teams, pursuant to the terms of their Employment Agreement.

Schedule 1

Coach/Administrator's Name	Area	Position	Contract Salary	Designation
Max Bates	Men's Baseball-West Plains	Assistant Coach	\$40,000/annual	New Employee
Aubrie "Brie" Brooks	Women's Softball-West Plains	Head Coach	\$52,500/annual	Continuing Employee
Spencer Brown	Men's Basketball-West Plains	Assistant Coach	\$40,000/annual	New Employee
Matt Hughes	Rodeo-West Plains	Head Coach	\$60,000/annual	Continuing Employee
McKenzie McCullen	Women's Softball-West Plains	Assistant Coach	\$40,000/annual	Continuing Employee
Kadem Tharp	Men's Baseball-West Plains	Head Coach and Assistant Director of Athletics, Compliance	\$60,000/annual	Continuing Employee

III.F.4.

MISSOURI STATE UNIVERSITY

BOARD RESOLUTION

WEST PLAINS PERSONNEL NO. 525-26
Approval of FY27 additional fringe benefits
to be funded by Missouri State University

BE IT RESOLVED that the University provides the following fringe benefits to its employees as funded directly by the University (Exhibit A), which fringe benefits the Board finds to be comparable to those provided by similar institutions.

Melissa Gourley
Board Chair

Passed at meeting of
June 26, 2026

Rowena Stone
Secretary to the Board

COMMENTS:

These benefits are for the fiscal year 2026-2027 unless otherwise approved by the Board by contract or otherwise. Also, this approval is in line with the recent IRS guidance that salary and fringe benefits supported by not-for-profit corporations should be approved by the governing board and consistent with comparable compensation packages. This resolution has been reviewed by the University legal counsel.

EXHIBIT A (Benefits Funded by the University)

West Plains Campus – Shared Membership

Ms. Rachel Peterson Director of Athletics	West Plains Country Club (Restaurant use only)
Chad Corley Associate Vice-Chancellor for University Communications-WP	West Plains Country Club (Restaurant use only)
Ms. Zora Mulligan Chancellor-WP	West Plains Country Club (Restaurant use only)
Dr. Angela Totty Vice-Chancellor for Student Services-WP	West Plains Country Club (Restaurant use only)
Mr. Dustin Sahlmann Head Women's Volleyball Coach-WP	West Plains Country Club (Restaurant use only)
Mr. Dillon Hargrove Head Men's Basketball Coach-WP	West Plains Country Club (Restaurant use only)
Dr. Michael Orf Vice-Chancellor for Academic Affairs	West Plains Country Club (Restaurant use only)
Ms. Keri Elrod Associate Vice-Chancellor for Administrative Operations	West Plains Country Club (Restaurant use only)
Mr. Kadem Tharp Head Basketball Coach-Baseball-WP	West Plains Country Club (Restaurant use only)
Mr. Matt Hughes Head Basketball Coach-Rodeo-WP	West Plains Country Club (Restaurant use only)
Ms. Aubrey Brooks Head Softball Coach- WP	West Plains Country Club (Restaurant use only)

III.F.5.

MISSOURI STATE UNIVERSITY

BOARD RESOLUTION

WEST PLAINS FACULTY POLICIES NO. 27-26

Approval of Faculty Handbook Revisions –
West Plains Campus, concerning sections 1.5.1.4.1
through 15.6.1 and Bylaws and Constitution of the
current edition

WHEREAS, the following resolution to the MSU Board of Governors was submitted by the chair of the MSU-WP Faculty Handbook Committee. During the past academic year, the MSU-WP Faculty Senate has voted on and approved the various revisions contained in the attached pages.

WHEREAS, University Counsel has been consulted and has given their approval.

WHEREAS, The MSU-WP administration approves the revisions put forth by the Faculty Senate.

BE IT RESOLVED that the proposed revisions to the following sections of the MSU-West Plains Faculty Handbook be approved.

Melissa Gourley
Board Chair

Passed at the meeting of
June 26, 2026

Rowena Stone
Secretary to the Board

**Summary of the MSU-WP Faculty Handbook Proposals approved by
Faculty Senate and MSU-WP Administration during AY 2025-2026**

Effective Date of Changes: Fall 2026

Section	Summary
1.5.1.4.1	Add new subsection under 1.5.1 for job title/description for Associate Dean. Details came from Academic Affairs & HR.
3.5.5	From Academic Affairs: 3.5.5 - deleted and replaced Adjunct description.
3.5.6	From Academic Affairs: 3.5.6 - remove per course description.
3.5.7	From Academic Affairs: 3.5.7 - update Academic Affiliate description.
3.5.8	Add one sentence to clarify when emeritus faculty can begin teaching.
4.3.2.1	Deleted policy and wrote a new one with input from Academic Affairs.
4.3.2.3	Revision of policy – minor change to SLO, PLO, ILO verbiage; added the word assessments and reworded the title; divided letter g into g and h and moved everything else down one alpha character; updated link in the new letter m.
4.4.3.1	Corrected the alpha lettering.
5.7 and 5.7.1	Revised title and description of 5.7, split 5.7 into 5.7 and 5.7.1, and add subsection of 5.7.1.
6.1.1	Suggested edits from WP HR to match Spfd HR policy.
6.1.2	Suggested edits from WP HR to match Spfd HR policy.
6.1.3	Suggested edits from WP HR to match Spfd HR policy.
6.2.4	Suggested edits from WP HR to match Spfd HR policy.
6.2.5.1 and 6.2.5.2	Suggested edits from WP HR to match Spfd HR policy.
10.2.2	Suggested edits from WP HR to match Spfd HR policy.
10.3	Revision of policy to match Spfd policy.
11.1.2	Deleted our current policy, as Office of Internal Audit and Risk Management on Spfd campus made changes last year to the Spfd policy. Matched the Spfd policy but changed bullets to Roman numerals.
11.1.3	Deleted previous policy, as Office of Internal Audit and Risk Management made changes last year to the Spfd policy. Matched the Spfd policy, except we changed out Provost for Chancellor, academic college for division, and corrected the spelling of academic affairs.
11.3	Updated title to match Spfd policy.
12.4	Revision of title and description.
15.6 and 15.6.1	Suggested edits from WP HR to match Spfd HR policy. Added 15.6.1.
Appendix C of Handbook -	Revision of title and changed link.

History, Accreditation and Professional Organizations	
Appendix C of Handbook - Memberships (found below the year 2018)	Remove completely as this is tracked through WP Administration and the Director of Assessment for HLC purposes. Membership list changes annually.
Bylaw Art 1 Sec 6.1.a	Reorganized the first paragraph into two paragraphs, removed (2019) from first paragraph, removed last sentence, and added the list of ex-officio members.
Bylaw Art 1 Sec 6.1.b	Reorganized the first paragraph into two paragraphs, removed (2019) from first paragraph, removed last sentence, and added the list of ex-officio members.
Bylaw Art 1 Sec 6.1.c	Reorganized the first paragraph into a list with Roman numerals, removed (2019) from first paragraph, removed last sentence, and updated the list of ex-officio members. Also added the word Academic to the committee title to differentiate from the campus wide Assessment Council at WP that was created during this past academic year.
Bylaw Art 1 Sec 6.1.d	Reorganized the first paragraph into two paragraphs, removed last sentence, and added the list of ex-officio members.
Bylaw Art 1 Sec 6.1.e	Reorganized the first paragraph into two paragraphs, removed (2019) from first paragraph, removed last sentence, and added the list of ex-officio members.

Add new subsection under 1.5.1 for job title/description:

1.5.1.4.1 - Associate Dean

The Associate Dean, West Plains provides assistance to the Dean of their respective division in the administration of one of the campus' academic divisions, which may include, but is not limited to, department head and faculty recruitment and development, department head and faculty evaluation, program development, program review, student advisement, division budgeting and budget control, and indirect supervision of the teaching, research, and service activities of the division. Additional duties specific to each division and/or the position, in service to Academic Affairs, Missouri State University – West Plains, and/or the University system may be required. The Associate Dean, West Plains may teach nine credits per fall and spring semester. This position maintains voting privileges as a member of faculty senate.

3.5.5 - Scrapped and replaced Adjunct description

3.5.5 Adjunct Faculty

~~Adjunct faculty are those individuals who offer educational experiences to students of the University but who have no contract with the University. The title is honorary, although the adjunct faculty member may receive an honorarium.~~

Adjunct Faculty are unranked faculty members who offer educational experiences to students of the University on a part-time basis. The Adjunct Faculty member is qualified by academic or practical experience appropriate for the assigned teaching responsibilities. The Adjunct Faculty title is honorary.

An adjunct faculty member is appointed on a semester basis and may teach no more than fifteen credit hours during any 12-month period. Employment terminates automatically at the end of the appointment period. The adjunct faculty member is qualified by academic or practical experience appropriate for the assigned teaching responsibilities as determined acceptable by the appropriate Dean.

Adjunct faculty members receive no retirement or insurance benefits. However, they may be allowed use of campus facilities. Adjunct faculty have only the duties directly associated with teaching (including course assessment) 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. These positions require the recommendation of the department head, Division Dean, and Vice Chancellor of Academic Affairs.

An adjunct 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.

Refer to the adjunct faculty guide (from Academic Affairs) for more information.

3.5.6 - remove the per course faculty policy

~~3.5.6 Per Course Faculty~~

~~Per-course faculty members are appointed on a semester basis only. The hours which per-course faculty are allowed to teach each semester are determined by current regulations. Consult with the office of academic affairs to determine the number of hours allowed. Per-course faculty should possess a master's degree or the equivalent professional experience in a field determined acceptable by the dean. Per-course faculty members receive no retirement or insurance benefits, assuming they teach no more than the maximum allowed. They may be allowed the use of campus facilities. Per-course faculty have only the duties associated with teaching and are not required to perform committee work nor assume other responsibilities required of ranked faculty.~~

3.5.7 - update Academic Affiliate description

3.5.7 Academic Affiliate

Academic affiliates are those individuals employed full-time by the University in non-academic positions and who are assigned to teach courses, **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.**

3.5.8 - add sentence to clarify when emeritus faculty can begin teaching

3.5.8 Emeritus Status

Appointment to emeritus faculty status is granted as a result of meritorious service to the campus, including outstanding contributions in the areas of teaching, creative/professional activity, service and leadership as described in sections 3.3.3 and 4.2.2.

To be eligible for the title, a faculty member must also satisfy the following three requirements: (1) completion of at least ten years of full-time academic service to Missouri State University-West Plains, (2) tenure status at Missouri State University-West Plains and (3) retirement status or disability status at Missouri State University-West Plains. Emeritus status is awarded through affirmative vote of the full-time faculty and by favorable administrative action. The candidate shall be informed in writing in a timely manner of the outcome of the approval process. Emeritus faculty, who will be listed as such in the catalog, shall be entitled to all the benefits provided to university retirees (Refer to 15.2) and, in addition, shall receive invitations to special events, an e-mail account and a parking pass. Emeriti faculty are entitled to enroll in one course per semester free of tuition and student fees. 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 (Refer to Section 6.2.5.1).

Per university policy, an Emeritus faculty member may not teach during the semester immediately following their retirement. Afterwards, an Emeritus faculty may teach on a per-course basis as needed by the University (Refer to Section 15.3). 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 reappointment is appropriate rank Emeritus. (Revised August 2023)

4.3.2.1 - Scrapped policy and wrote a new one with input from Academic Affairs

4.3.2.1 Teaching Load/Workload

~~Prior to the fall semester of 2019, the traditional teaching load for full-time ranked faculty of the Missouri State University System was a total of 24 credit hours each academic year for the standard nine-month appointment. This teaching load was combined with 6 equated hours* allocated for maintaining currency in one's field, advising duties, and normal department and university service activities for a total workload of 30 hours**.~~

~~The workload for all full-time ranked faculty of Missouri State University — West Plains first employed in fall 2019 and thereafter will increase to 30 credit hours of teaching each academic year plus 6 equated hours allocated for maintaining currency in one's field, advising duties, and normal department and university service activities for a total workload of 36 hours. These faculty members will be eligible to teach overloads as described in section 5.7; all faculty are eligible to teach during the summer semester as describe in section 5.7.~~

~~Ranked Faculty employed full-time previous to fall 2019 have the following options:~~

- ~~1.—opt in to this new teaching load of 30 credit hours. This teaching load will be combined with the 6 equated hours for a total workload of 36 hours. These faculty members will receive a 5% increase in their annual salary and will be eligible to teach overloads as described in section 5.7. See section 7.6.3 for information regarding possible release time.~~
- ~~2.—opt out of the 30-hour teaching load and maintain their original teaching load of 24 hours combined with the 6 equated hours for a total workload of 30 hours. These faculty members will not receive the additional compensation that accompanies the increase of teaching load from 24 hours to 30 hours, and they will not be eligible to teach overloads. However, these faculty may still teach during the summer semester and receive compensation as described in section 5.7.~~

~~*The term "equated hours" refers to activities that are equivalent to credit hours of teaching.~~

~~**This 30 hours denotes contact hours only, and it is understood across academia that contact hours are inherently accompanied by numerous hours of preparation, evaluation, and documentation. Previous sections of this handbook outline the various expectations of teaching, professional activity, and service.~~

Beginning in Fall of 2019, the standard workload for fulltime faculty is a total workload of 36 equated hours across an academic year (fall and spring) with six equated hours being allocated for maintaining currency in one's field, advising duties, and normal department, college, and university service activities.

The normal teaching load for a full-time faculty member varies per division but generally shall be no more than 15 credit-hours per semester (fall and spring) with the following stipulations. Except for faculty who remained at 12/12 teaching load.:

- 1. Requests may be made to teach beyond 15 credit-hours (overload) with additional pay based on course enrollment numbers and the amount of overload credit-hours taught. See section 5.7 for more information concerning overloads and teaching during the**

- summer semester. The appropriate Department Head/Program Coordinator, Dean, and Vice-Chancellor of Academic Affairs will determine whether or not to approve all such overload requests.
2. Faculty members may arrange with their Dean to teach an overload course in order to “bank” their over-load hours (instead of receiving compensation) for use in an upcoming semester. No more than 3-credit hours can be banked per semester; no more than 6-credit hours can be used during a semester; and no more than 9-credit hours can be used during an Academic year. The Deans and the Vice-Chancellor of Academic Affairs will ensure equity across the divisions concerning the use of “banked” credit hours.
 3. Requests may be made for a reduction in the number of credit-hours being taught during one or more semesters as approved (or assigned) by the appropriate department head, dean and vice chancellor of academic affairs. (See Faculty Senate Bylaws and section 7.6.3).
In general, a faculty member who receives a reduction in their teaching load should not receive overload compensation during the same semester. The Deans and VCAA will make the final determination in such cases.

See section 3.4.9 for information about the Distinguished Professor.

4.3.2.3 - revision of policy – minor change to SLO, PLO, ILO verbiage, added the word assessments, and reworded the title, divided letter g into g and h, and moved everything else down one alpha character, updated link in the new letter m.

4.3.2.3 ~~Policy Statement and~~ Course Policy Statement Outline (Syllabus)

Prior to the start of the semester, the faculty member must prepare a policy statement/syllabus for each course utilizing the campus’ common syllabus template. This template should be provided to the faculty member by their department head or Dean.

Within the first week of classes, the faculty member must submit a copy of the course syllabi to the office of academic affairs and shall issue to each student a print or electronic policy statement summarizing the following:

- a. Instructor Contact Information & Office Hours
- b. Catalog Description
- c. Course Rationale/Purpose: A statement of the general content of the course.
- d. Course Materials: A list of textbooks and other sources to be used for the course stating recommended or required reading.
- e. Course Objectives
- f. Student Course Learning Outcomes: A list of measurable and desirable outcomes to be achieved upon successful completion of the course.
- g. General Education and Program or Degree Institutional Learning Outcomes (ILOs), as determined by your department or division.
- _____ h. Program or Degree Learning Outcomes (PLOs), as determined by your department or division

~~h.i.~~ Attendance Policy: A statement of attendance policy consistent with that of the campus and the policies regarding late arrival and early departure. Refer to <https://wp.missouristate.edu/catalog/policyattendance.htm>

~~i.j.~~ Assignment~~s~~/Assessments: Information:

- Examinations: A general idea of the material to be covered on each exam.
- Grading Scale: A statement of the grading policy to be used in the course.
- Term Papers/Projects: (if applicable) A statement of the dates that term papers/projects are due and general criteria used to determine how the papers/projects will be graded.
- Makeups: A statement of how or if makeups will be allowed for exams, papers or other assignments.
- Test Dates: A statement concerning the announcement of test dates and the test dates if known. If the dates are unknown, approximations should be offered.
- Final Exam: A statement as to whether the final will be comprehensive or not and a general idea of the subject matter to be covered.

~~i.k.~~ Course Outline/Calendar

~~k.l.~~ Academic Integrity Policy: A statement concerning policies concerning plagiarism and cheating, including consequences. Refer to the student academic integrity policies and procedures, <https://wp.missouristate.edu/catalog/policy-academic-integrity.htm>.

~~l.m.~~ University policies as documented in the Master Syllabus Policy Statements which can be found at this link: <https://wp.missouristate.edu/Academics/master-syllabus.htm>
<https://wp.missouristate.edu/Academics/syllabus-policy.htm>

4.4.3.1 - Corrected the alpha lettering. We had a-b, and started over again with letter a

4.4.3.1 Application Portfolio

Once eligibility has been verified, the applicant for reappointment, promotion and/or tenure shall submit by the first Wednesday in October to the chair of their DPC an application portfolio for consideration by the Divisional Personnel Committee, Dean or immediate faculty supervisor, the Vice Chancellor of Academic Affairs and the Chancellor. This application portfolio should contain material that substantiates quality performance concerning teaching, professional activity and University and community service. Substantiating data should include: [Forms available through the Office of Academic Affairs]

- a. Signed and dated approved application for reappointment, promotion and/or tenure.
- b. Department and/or division evaluations, signed and dated, for the current and previous years to show growth in teaching, professional activities and service.

~~a.c.~~ Seated or virtual classroom evaluations, signed and dated, for the entire probationary period for those seeking reappointment or tenure and for the prior three years when promotion is sought.

~~b.d.~~ Prior years' DPC evaluations and recommendations and evidence of progress toward compliance with recommendations for those seeking reappointment and/or tenure.

e.e. Evidence of participation in assessment processes for the entire probationary period for those seeking reappointment and/or tenure and for the prior three years when promotion is sought; e.g., annual assessment report.

d.f. Any other peer or supervisory administrator evaluations for substantiation of growth in teaching, professional development and service.

e.g. Signed and dated statements of goals and a self-evaluation, for the entire probationary period for those seeking reappointment or tenure and for the prior three years when promotion is sought.

f.h. Student evaluations summaries for the entire probationary period for those seeking reappointment and/or tenure and for the prior three years when promotion is sought.

g.i. Current curriculum vita (updated each year). Summarized documentation should be maintained in a professional portfolio to show activities previous to the past 12 months.

h.j. Current course syllabi for a course taught in the past year and portions of other course syllabi, including assignments or other pertinent materials, which the applicant deems appropriate to their evaluation.

i.k. Publications of the preceding 12 months (titles of older publications should be in the curriculum vita).

j.l. Workshops conducted or attended in the preceding 12 months.

k.m. Professional conferences conducted or attended in the preceding 12 months.

l.n. University service responsibilities during preceding 12 months.

m.o. Community service projects during the preceding 12 months.

n.p. Other relevant data from the previous 12 months, such as informal thank you notes from students or peers, news articles concerning activities of the applicant, etc. may be included as the last section of the application portfolio.

5.7 - Revised title and description of 5.7, split 5.7 into 5.7 and 5.7.1, and add subsection of 5.7.1

5.7 Summer Session Overload Compensation

Faculty members who teach an overload as designated in Sec. 4.3.2.1 ~~or who teach during the summer sessions~~ will receive pay in addition to their regular annual salaries as determined by the Board of Governors. Compensation will be based on a rate of at least two and one-half percent of base salary per credit hour/teaching load equivalent for classes with 15 or more students. For courses that do not meet the minimum enrollment guidelines, ~~the administrator and faculty member may negotiate for a salary rate that is less than two and one-half percent of base salary per teaching load equivalent~~ compensation will be calculated at a base rate of \$95 per credit hour/teaching load equivalent per student, unless otherwise negotiated with the Vice Chancellor of Academic Affairs. However, the compensation for courses with less than the minimum enrollment will not exceed two and one-half percent of the faculty member's base salary per credit hour/teaching load equivalent.

The Faculty Senate and the Vice Chancellor of Academic Affairs should annually assess if the base rate and/or minimum enrollment guidelines for the upcoming academic year should change.

Subject to a holdback of ten percent of the personal services budget for the summer to cover unforeseen student demand for courses in specific areas, summer faculty appointments will be confirmed as soon as possible after the summer budget is final. While there is no specific date by which summer appointments will be confirmed, it will be at the earliest possible date. Faculty members are placed on the summer session payroll and will receive half of their summer salary at the end of June and the other half at the end of July. If circumstances require that an appointment to teach during the summer is made after the last week in May, the entire compensation will be included in the July paycheck.

5.7.1 Summer Session Compensation

Full-time faculty members who teach during the summer will be compensated based on a rate of at least two and one-half percent of base salary per credit hour/teaching load equivalent for classes with 15 or more students. For courses that do not meet the minimum enrollment guidelines, compensation will be calculated at a base rate of \$95 per credit hour/teaching load equivalent per student, unless otherwise negotiated with the Vice Chancellor of Academic Affairs. However, the compensation for courses with less than the minimum enrollment will not exceed two and one-half percent of the faculty member's base salary per credit hour/teaching load equivalent.

While there is no specific date by which summer appointments will be confirmed, it will be at the earliest possible date. Faculty members are placed on the summer session payroll and will receive half of their summer salary at the end of June and the other half at the end of July. If circumstances require that an appointment to teach during the summer is made after the last week in May, the entire compensation will be included in the July paycheck.

6.1.1 - Suggested edits from WP HR to match Spfd HR policy.

6.1.1 Workers' Compensation

The University provides workers' compensation coverage for employees in accordance with the laws of the State of Missouri. For details concerning coverage and benefits, contact the business office Office of Human Resources or Central Accident Reporting Office (CARO). Employees are required to report any job-related illnesses or injuries to their supervisor immediately and fill out an accident-injury report as soon as is feasible after an accident or injury occurs. Reference this website for additional information: Workers' Compensation - Human Resources - Missouri State

6.1.2 - Suggested edits from WP HR to match Spfd HR policy.

6.1.2 Unemployment Compensation

The University provides unemployment insurance coverage for employees in accordance with the laws of the State of Missouri. For detailed information concerning coverage and benefits, contact the business office. For specific details concerning coverage and benefits, contact the Office of Human Resources or the local office of the Missouri Division of Employment Security.

6.1.3 - Suggested edits from WP HR to match Spfd HR policy.

6.1.3 Social Security

~~The University provides social security insurance in accordance with the laws of the United States. For details concerning coverage and benefits, contact the local office of the Social Security Administration or the business office of the University.~~

All employees are required to participate in the Federal Social Security Program. Employee contributions are made by payroll deduction, with the university contributing an equal portion.

6.2.4 - Suggested edits from WP HR to match Spfd HR policy.

6.2.4 Annuities

~~Faculty members may elect to participate in a tax-sheltered annuity program at their expense. The University's business office will, upon request, provide a list of approved companies from which the faculty member may seek additional information. Refer to Human Resources. The details of each annuity program are subject to control by the offering company and not by the University. Coverage, benefits and other details are subject to the agreement between the faculty member and the company and the University is not responsible for such matters. Notwithstanding anything herein to the contrary, maintenance of this benefit is subject to the continuing availability of companies willing and able to provide qualified annuity products.~~

Faculty are eligible to participate in supplemental tax-sheltered investment programs through the payroll deduction method as authorized under Section 403(b) and Section 457(b) of the Internal Revenue Code. These investment plans allow employees to save for retirement either on a tax-deferred basis or after-tax (Roth). Employees may participate in both a 403(b) program and the State of Missouri Deferred Compensation Plan (457(b) Plan). See the Office of Human Resources website for more information.

6.2.5.1 and 6.2.5.2 - Suggested edits from WP HR to match Spfd HR policy.

6.2.5.1 Credit Course Fees

Faculty members may enroll for up to 15 credit hours in an academic year (12 month period beginning with fall semester) and have their required tuition and student fees paid by the University. Faculty members must pay the required tuition and student fees for all courses over 15 credit hours per academic year. This benefit is not applicable to out-of-state fees, non-credit courses, book costs, or any special fee pertaining to a specific class or private instruction.

Eligible faculty members may assign part or all the 15-credit-hour benefit to a spouse, sponsored dependent, or dependent. The assignee must file an application for admission or readmission with the Office of Admissions and Records and meet all admissions and academic requirements stipulated in the University Course Catalogs.

The University will comply with Internal Revenue Code regulations regarding reporting benefits that are taxable income. To determine tax liability about this benefit, consult a tax advisor.

~~Credit course fee waiver requests are automated and can be accessed through the Profile tab at <http://my.missouristate.edu/> under Employment Details—Benefits.~~ **Credit course fee waiver requests are now automated and can be accessed by employees through the Fee Waiver Benefits Card on the My Missouri State portal.** The Office of Human Resources will check the request for eligibility,

approve appropriate requests, and arrange payment when registration for classes has been completed. The employee must request educational benefits prior to fee payment; cash refunds will not be made.

6.2.5.2 Noncredit Course Fees

~~Faculty members may receive assistance with course fees to enroll for noncredit courses offered by the University through the office of public affairs and the extended campus, the Management Development Institute in the Center for Business and Economic Development, the Small Business Development Center in the Center for Business and Economic Development, Campus Recreation Fitness and Wellness Program and Academic Development Center sponsored courses and seminars. The University will pay up to one-half of the course fees, but no more than \$150 per employee, per fiscal year (July 1 through June 30). The partial fee benefit will be for course fees only and will not be applicable to special book fees, lab fees or other special fees in addition to the course fees. The fee assistance is for the faculty member only. It cannot be assigned to a dependent.~~

~~To receive the enrollment benefit, the eligible faculty member must register for the class through the office of academic affairs. Faculty members applying for this benefit must submit to the Missouri State University West Plains business office, a completed Request for Educational Benefits form. Upon approval, the request will be returned to the employee with a fee voucher to be presented at fee payment time. The voucher must be obtained prior to paying fees; a cash refund will not be made.~~

Full-time regular employees may receive assistance to help pay course fees to enroll in noncredit courses offered by Missouri State University for the purpose of professional and personal development. The university will pay \$150 per employee, per fiscal year (July 1 through June 30) for the enrollment in noncredit courses sponsored by the university.

Employees can register, purchase training opportunities, view order history, and check their balance through the online system, My Learning Connection. Each training unit is valued as \$1 in the payment process.

The Noncredit Course Fee Waiver can be used for course fees only and will not be applicable to memberships, book fees, lab fees or other special fees in addition to the course fees. Employees may elect to use their Noncredit Course Fee Waiver to cover the cost of the class and defer any remaining cost for the class to their university account. The Noncredit Course Fee Waiver is for the employee only. It does not extend to members of the family. The university will comply with Internal Revenue Code regulations in regard to reporting benefits that are taxable income.

University departments and/or educational units sponsoring professional and personal development courses may receive Noncredit Course Fee Waiver assistance from attending employees if their course has been approved in advance and the employee's registration is through My Learning Connection.

10.2.2 Suggested edits from WP HR to match Spfd HR policy.

10.2.2 Bio-hazardous Waste Substances

The University has policies and procedures to assure that activities related to the use of bio-hazardous substances are conducted in a manner that complies with federal and other governmental regulations. Bio-hazardous substances include chemicals, infectious agents, pharmaceuticals, recombinant DNA,

genetically engineered organisms and radioactive materials. In addition, there are specific regulations that address agents and toxins defined by federal regulations as being targets of potential terrorist activities. All individuals who work with hazardous substances must accept shared responsibility for operating in a safe manner once they have been informed (a) about the extent of risk and (b) about safe procedures that should be followed.

The Institutional Biosafety Committee (IBC) is responsible for implementing the applicable policy and procedures. Principal Investigators' responsibilities include: Understanding and complying with governmental regulations, University policies and procedures that apply to the acquisition, labeling, use, storage, transport, spill response and disposal of hazardous materials; Assuring that other personnel accessing the work environment understand and comply with these regulations, policies and procedures and general safety requirements applicable to a specific project and laboratory; Posting warnings and restricting entry to work areas containing potentially hazardous materials and Assuring that laboratory personnel have completed required training.

~~Employees who handle toxic or hazardous substances on behalf of the University are required to maintain, use and dispose of such substances in accordance with applicable state, federal and local laws and regulations as a condition of their employment. The employee may obtain assistance in ascertaining his or her obligations under these laws and regulations from the business office. Any employee who violates any such laws, unless such violation occurs despite reasonable reliance upon advice given by the business office, shall be deemed to have acted outside the scope of his or her authority.~~

Assistance in ascertaining obligations under these laws and regulations may be obtained from the Director of Environmental Management in the Division of Administrative Services.

10.3 - Revision of policy to match Spfd policy

10.3 Whistleblower Protection Policy

The University expects faculty, staff and students to conduct activities related to the aforementioned compliance areas in a manner that is consistent with applicable governmental regulations and University policies. The University provides various mechanisms to assist and encourage persons to come forward in good faith with reports or concerns about suspected compliance issues. Diligent efforts will be made to protect the complainant from retaliation for his/her activities in cooperation with or initiation of, an inquiry or investigation, provided the complaint is not undertaken in bad faith. Procedures for reporting concerns can be found on the **OSRP-ORA web site under University Policies Compliance Information/ Policies and also in the Policy Library.** The University also provides an Ethics Hotline that allows anonymous telephone or on-line reporting of ethics violations. The Ethics Hotline site is maintained by an independent third party.

11.1.2 - Scrapped our current policy, as Office of Internal Audit and Risk Management on Spfd campus made changes last year to the Spfd policy. Matched the Spfd policy but changed bullets to Roman numerals.

11.1.2 Remunerated Outside Activities

~~University policy permits faculty members to engage in remunerated outside activities that are related to their professional interests and development, provided those activities 1) do not interfere with regular University duties and do not involve, on average, more than one work day per week during periods when the University is employing the individual on a full-time basis; 2) do not utilize University materials.~~

~~facilities or resources except as specifically authorized by the appropriate Department Chair and Dean; 3) do not compete with the work of the University and are not otherwise contrary to the best interest of the University; 4) do not violate federal or state law; 5) do not represent a conflict of interest (Section 11.2) or violate other policies of the University; 6) do not convert confidential information or trade secrets of the University to their personal gain or advantage or to the gain or advantage of others and 7) do not entail a reduction in work load. Because Missouri State University faculty members are hired primarily to teach, outside teaching by full-time faculty members at other institutions of higher education during periods when the University is employing the individual on a full-time basis is discouraged but may be permitted in exceptional circumstances with the knowledge of and written consent of the provost. During periods when the University is not employing the individual on a full-time basis (for example, during the summer session and the intersession periods for a faculty member on a standard academic year contract), a faculty member may engage in any lawful outside activity, including teaching for another institution, provided that activity 1) does not utilize University materials, facilities or resources except as specifically authorized by the appropriate Department Chair and Dean; 2) does not represent a conflict of interest (Section 11.2) or violate other policies of the University and 3) does not convert confidential information or trade secrets of the University to his/her personal gain or advantage or to the gain or advantage of others. If a faculty member accepts supplemental compensation from Missouri State University for teaching or for performing another compensated University-related activity during a period when the University is not otherwise employing the individual on a full-time basis, remunerated outside activities combined with Missouri State University responsibilities must not exceed the equivalent of a full-time work load.~~

University policy permits faculty members to engage in remunerated outside activities that are related to their professional interests and development, provided those activities:

- I. do not interfere with regular University duties and do not involve, on average, more than one work day per week during periods when the University is employing the individual on a full-time basis;
- II. do not utilize University materials, facilities, or resources except as specifically authorized by the appropriate Department Chair and Dean;
- III. do not compete with the work of the University and are not otherwise contrary to the best interest of the University;
- IV. do not violate federal or state law;
- V. do not represent a conflict of interest (Section 11.2) or violate other policies of the University;
- VI. do not convert confidential information or trade secrets of the University to their personal gain or advantage or to the gain or advantage of others, and
- VII. do not entail a reduction in workload. Consulting, in some instances, may also constitute a business interest requiring disclosure and approval when the entity for which the employee consults also transacts business with the University or is in competition with the University, or where the consultation itself competes with the work of the University.

Because Missouri State University faculty members are hired primarily to teach, outside teaching by full-time faculty members at other institutions of higher education during periods when the University is employing the individual on a full-time basis is discouraged but may be permitted in exceptional circumstances with the knowledge of and written consent of the Vice-Chancellor of Academic Affairs.

During periods when the University is not employing the individual on a full-time basis (for example, during the summer session and the intersession periods for a faculty member on a

standard academic-year contract), a faculty member may engage in any lawful outside activity, including teaching for another institution, provided that activity:

- I. does not utilize University materials, facilities or resources except as specifically authorized by the appropriate Department Chair and Dean; or
- II. does not represent a conflict of interest (Section 11.2) or violate other policies of the University, or
- III. does not convert confidential information or trade secrets of the University to his/her personal gain or advantage or to the gain or advantage of others.

If a faculty member accepts supplemental compensation from Missouri State University for teaching or for performing another compensated University-related activity during a period when the University is not otherwise employing the individual on a full-time basis, remunerated outside activities combined with Missouri State University responsibilities must not exceed the equivalent of a full-time work load.

11.1.3 - Scrapped previous policy, as Office of Internal Audit and Risk Management made changes last year to the Spfd policy. Matched the Spfd policy, except we changed out Provost for Chancellor, academic college for division, and corrected the spelling of academic affairs.

11.1.3 Procedures for Reporting Remunerated Outside Activities

~~Except during the summer when he or she is not under contract to the University, a full-time faculty member who engages in outside activities for which he or she is remunerated must report each such activity to his or her Dean prior to, when possible, the commencement of the activity. If in the Dean's judgment the activity will interfere with the faculty member's performance of duties at the University or constitute a conflict of interest (see section 11.2), it is the responsibility of the Dean to discuss and attempt to resolve the problem with the faculty member. The Dean must identify the specific nature and extent of the faculty member's diminished effectiveness or the conflict of interest. If an agreement cannot be reached, the matter will be taken to the Vice Chancellor of Academic Affairs who will attempt to reach a resolution satisfactory to both the individual and the administration. The dean will make a final determination. Because Missouri State University West Plains faculty members are hired primarily to teach, outside teaching by full-time faculty members is permitted only with the knowledge of and written consent of the Vice Chancellor of Academic Affairs, except during the summer when Missouri State University faculty members are not under contract.~~

Except during the time period, such as summer, during which a full-time faculty member is not under contract to the University (unless the faculty member has agreed to accept supplemental compensation for summer teaching at Missouri State University or for another compensated University-related summer activity), a faculty member who engages in remunerated outside activities must report such activity and obtain approval from the Dean prior to the commencement of the activity. The Dean will determine whether the activity will interfere with the faculty member's performance of duties at the University or constitute a conflict of interest (Section 11.2). The Dean must identify the specific nature and extent of the faculty member's diminished effectiveness or the conflict of interest. If an agreement cannot be reached, the matter will be taken to the college Vice Chancellor of Academic Affairs who will attempt to reach a resolution satisfactory to both the individual and the administration. If resolution is not possible at the college level, the Provost Chancellor will make a determination.

Each faculty member shall complete an annual Report of Outside Activities and Conflict of Interest administered by the Office of Internal Audit and Risk Management. This report, indicating the nature of all remunerated outside activities performed during the contract period and the amount of time engaged in each of these activities will be collected and aggregated by the Office of Internal Audit and Risk Management and will be shared with the Dean for review. The Dean will meet with faculty members to review areas of concern related to remunerated outside activity, determine what if any action should be taken, and provide a summary report to the Director of Internal Audit and Risk Management. The Director of Internal Audit and Risk Management will aggregate the Dean reviews for each academic-college division and distribute them to the Vice Chancellor of Academic Affairs who will review and respond. The Director of Internal Audit and Risk Management will share the aggregated Dean and Vice Chancellor of Academic Affairs responses with the Provost Chancellor, who will review them prior to forwarding them to the President.

11.3 - updated title to match Spfd policy

11.3 External Utterances Free Expression and Political Activities

A faculty member at Missouri State University-West Plains possesses the same constitutional right to free expression as any private United States citizen. However, a faculty member should not purport to be a spokesperson for the University unless designated as such by the chancellor (see section 3.2). Missouri State University faculty members may engage in political activities as long as those activities do not interfere with fulfillment of their professional responsibilities to the University. A faculty member may request a leave without pay for such activities such as an election campaign or term of elective office. Application for such a leave must be received by the Dean on or before April 1 preceding the beginning of the academic year in which the leave is to be taken. The Dean's written recommendation must accompany the faculty member's application prior to a decision by the dean of the college. The leave of absence may last no longer than one academic year. A leave of absence incident to political activity will be subject in all other determinations to the regulations affecting any leave without pay. The conditions for each individual leave will be specified in writing by the Vice Chancellor of Academic Affairs and a copy of those conditions will be given to the faculty member. These conditions will not be used to adversely affect the tenure status of a tenured faculty member. However, the time encumbered by a leave without pay will not be counted toward the attainment of tenure.

12.4 - Revised title and description.

12.4 Absences of Department Heads, Associate Deans and Deans

When it is necessary for an **associate** dean, dean, or department head to be absent, he or she should notify the immediate supervisor and Vice Chancellor of Academic Affairs of the circumstances concerning the absence and the arrangements that have been made for the operations of the department. ~~The Vice Chancellor of Academic Affairs associate dean and dean are expected to notify the Vice Chancellor of Academic Affairs when it is necessary to be absent.~~

15.6 and 15.6.1 - Suggested edits from WP HR to match Spfd HR policy. Added 15.6.1.

15.6 ~~Check-Out Procedures for Faculty Members Leaving the Employ of the University~~ **Property Clearance**

All faculty members leaving the employ of the Missouri State University West Plains must complete a property clearance form which is available from the business office. A copy of this form is required by the business office before final paychecks are issued.

When employment with the university is discontinued, for any reason, the employee is responsible for returning all university property in their possession. Departments with an interest in the return of university property are notified by Human Resources of the employee's departure. The departing employee and their department head are notified by Human Resources that any university property in the employee's possession needs to be returned before the termination date; a link to the Exit Questionnaire is also provided.

15.6.1 Recovering property and money owed to the university

The university has the right to hold any amounts due and payable (vacation pay, overpayment, reimbursement, etc.) to any employee until payment has been received to settle charges for unreturned university property and debts owed the university for any reason.

Appendix C - Remove completely as this is tracked through WP Administration and the Director of Assessment for HLC purposes. Membership list changes annually. Faculty aren't sure why this is in the handbook.

Appendix C in the handbook

Memberships

- American Association for Affirmative Action
- American Association of Collegiate Registrars and Admissions Officers (AACRAO)
- American Association of Community Colleges (AACC)
- American College Personnel Association (ACPA)
- American Student Government Association (ASGA)
- Association of International Educators (NAFSA)
- Association of Veterans Education Certifying Officials (AVECO)
- College Reading and Learning Association (CRLA)
- Council for the Advancement and Support of Education (CASE)
- Council of North Central Two-Year Colleges (CNCTYC)
- Educause
- Mid-States Association of College Stores (MSACS)
- Midwest Association of Student Financial Aid Administrators (MASFAA)

- ~~[Missouri Association of College Admissions Counselors \(MOACAC\)](#)~~
- ~~[Missouri Association of Collegiate Registrars and Admissions Officers \(MACRAO\)](#)~~
- ~~[Missouri Association of Financial Aid Personnel \(MASFAP\)](#)~~
- ~~[Missouri Postsecondary Agriculture Students Organization \(MPAS\)](#)~~
- ~~[Missouri Campus Compact \(MOCC\)](#)~~
- ~~[Missouri League for Nursing \(MLN\)](#)~~
- ~~[Missouri Organization for Associate Degree Nursing \(MOADN\)](#)~~
- ~~[Missouri Postsecondary Agriculture Students Organization \(MPAS\)](#)~~
- ~~[National Association of College Stores \(NACS\)](#)~~
- ~~[National Association of Colleges and Employers \(NACE\)](#)~~
- ~~[National Association of Developmental Education \(NADE\)](#)~~
- ~~[National Association of Student Financial Aid Administrators \(NASFAA\)](#)~~
- ~~[National Council for Marketing and Public Relations \(NCMPR\)](#)~~
- ~~[National Junior College Athletic Association \(NJCAA\)](#)~~
- ~~[National League for Nursing \(NLN\)](#)~~
- ~~[National Organization for Associate Degree Nursing \(NOADN\)](#)~~
- ~~[National Postsecondary Agriculture Students Organization \(NPAS\)](#)~~
- ~~[National Student Clearinghouse](#)~~
- ~~[North Central Association \(NCA\)](#)~~
- ~~[Rural Community College Association \(RCCA\)](#)~~
- ~~[Service members Opportunity Colleges](#)~~
- ~~[Southwest Missouri Nursing Education Consortium](#)~~

Appendix C – Revision of title and changed link

Appendix C: History ~~and~~ Accreditation ~~and Professional Organizations~~

In this section, the link below is labeled Additional Campus Highlights and falls below 2018. Changing link:

~~<https://wp.missouristate.edu/about/Highlights.htm>~~

<https://wp.missouristate.edu/About/Building-History.htm>

Bylaw Article 1 Section 6.1.a - Reorganized the first paragraph into two paragraphs, removed (2019) from first paragraph, removed last sentence, and added the list of ex-officio members.

Section 6: Committees of the Faculty Senate

1. Standing Committees

~~a. Curriculum Committee shall meet monthly to review curricular proposals (e.g., course (2019), certificate, or program additions, revisions, or deletions) and submit recommended proposals to the Faculty Senate. Membership shall consist of ranked faculty members as appointed by the chairperson of the Faculty Senate and ad hoc members to include the Registrar and Coordinator of Student Services Systems (2019). In addition, the Student Government Association will be invited to appoint a non-voting student representative.~~

Curriculum Committee shall meet monthly to review curricular proposals (e.g., course, certificate, or program additions, revisions, or deletions) and submit recommended proposals to the Faculty Senate.

Membership shall consist of ranked faculty members as appointed by the chairperson of the Faculty Senate.

Ex-officio members include:

- i. Registrar, WP Registration and Records
- ii. Director, Online Learning and Instructional Technology
- iii. Director of Financial Aid
- iv. Director of Institutional Research and Effectiveness
- v. Chair, Faculty Senate
- vi. Dean, Career and Technical Education, Engineering and Computer Information Systems
- vii. Dean, General Education and Professional Programs
- viii. Dean, Nursing and Allied Health
- ix. Vice-Chancellor Academic Affairs
- x. SGA Representative (appointed by SGA)

Bylaw Article 1 Section 6.1.b - Reorganized the first paragraph into two paragraphs, removed (2019) from first paragraph, removed last sentence, and added the list of ex-officio members.

Section 6: Committees of the Faculty Senate

1. Standing Committees

~~b. Faculty Evaluation Committee shall discharge the following duties: i. Annually review all policies, procedures, and instruments for evaluation of faculty and submit recommended changes to the Faculty Senate. ii. Set dates for student evaluations of faculty and advisors (in consultation with the Office of Academic Affairs). (2019) Membership shall consist of ranked faculty members as appointed by the chairperson of the Faculty Senate. In addition, the Student Government Association will be invited to appoint a non-voting student representative.~~

Faculty Evaluation Committee shall discharge the following duties:

i Annually review all policies, procedures, and instruments for evaluation of faculty and submit recommended changes to the

Faculty Senate.

ii. Set dates for student evaluations of faculty and advisors (in consultation with the Office of Academic Affairs).

Membership shall consist of ranked faculty members as appointed by the chairperson of the Faculty Senate.

Ex-officio members include:

- i. **Chair, Faculty Senate**
- ii. **Dean, Career and Technical Education, Engineering and Computer Information Systems**
- iii. **Dean, General Education and Professional Programs**
- iv. **Dean, Nursing and Allied Health**
- v. **SGA Representative (appointed by SGA)**

Bylaw Article 1 Section 6.1.c - Reorganized the first paragraph into a list with Roman numerals, removed last sentence, removed (2019) from first paragraph, and updated the list of ex-officio members. Also added the word Academic to the committee title to differentiate from the campus wide Assessment Council at WP that was created this academic year.

Section 6: Committees of the Faculty Senate

1. Standing Committees

~~c. Assessment Committee shall work with campus constituencies to (2019) : i. Develop and maintain assessment process to evaluate student learning at the course, program, and institutional level. ii. Inform and cooperate with the Curriculum Committee on all assessment processes and report to the full Faculty Senate. iii. Guide and administer the Academic Program Review process each semester with the assistance of the Academic Affairs Office. iv. Monitors programs for financial viability and work with administration in program review budget inquiries. v. Collect and evaluate graduate assessment data. vi. Document and share assessment data with campus constituents, each year.~~

~~Voting membership shall consist of ranked faculty members, as appointed by the chairperson of the Faculty Senate. Additional members shall include the following: i. Director of Institutional Research and Effectiveness ii. Testing Coordinator iii. Vice-Chancellor of Academic Affairs iv. A member of the Student Government Association~~

c. **Academic** Assessment Committee shall work with campus constituencies to:

- i. Develop and maintain assessment process to evaluate student learning at the course, program, and institutional level.
- ii. Inform and cooperate with the Curriculum Committee on all assessment processes and report to the full Faculty Senate.
- iii. Guide and administer the Academic Program Review process each semester with the assistance of the Academic Affairs Office.
- iv. Monitors programs for financial viability and work with administration in program review budget inquiries.

- v. Collect and evaluate graduate assessment data.
- vi. Document and share **academic** assessment data with campus constituents, each year.

Membership shall consist of ranked faculty members, as appointed by the chairperson of the Faculty Senate. Additional members shall include the following:

Ex-officio members include:

- i. Director of Institutional Research and Effectiveness
- ii. ~~Testing Coordinator~~
- iii. ~~A member of the Student Government Association~~
- iv. **Director of Assessment and Accreditation**
- v. **Chair, Faculty Senate**
- vi. **Dean, Career and Technical Education, Engineering and Computer Information Systems**
- vii. **Dean, General Education and Professional Programs**
- viii. **Dean, Nursing and Allied Health**
- ix. **Vice-Chancellor of Student Services**
- x. **Vice-Chancellor of Academic Affairs**
- xi. **SGA Representative (appointed by SGA)**

Bylaw Article 1 Section 6.1.d - Reorganized the first paragraph into two paragraphs, removed last sentence, and added the list of ex-officio members.

Section 6: Committees of the Faculty Senate

1. Standing Committees

~~d. Faculty Handbook Revision Committee shall ensure the Faculty Handbook reflects the policies and procedures as agreed to by the Faculty Senate and approved by the administration and Board of Governors. Membership shall consist of ranked faculty members as appointed by the chairperson of the Faculty Senate. In addition, the Student Government Association will be invited to appoint a non-voting student representative.~~

Faculty Handbook Revision Committee shall ensure the Faculty Handbook reflects the policies and procedures as agreed to by the Faculty Senate and approved by the administration and Board of Governors.

Membership shall consist of ranked faculty members as appointed by the chairperson of the Faculty Senate.

Ex-officio members include:

- i. **Chair, Faculty Senate**
- ii. **Dean, Career and Technical Education, Engineering and Computer Information Systems**
- iii. **Dean, General Education and Professional Programs**
- iv. **Dean, Nursing and Allied Health**
- v. **SGA Representative (appointed by SGA)**

Bylaw Article 1 Section 6.1.e - Reorganized the first paragraph into two paragraphs, removed (2019) from first paragraph, removed last sentence, and added the list of ex-officio members.

Section 6: Committees of the Faculty Senate

1. Standing Committees

~~e. Public Affairs Committee shall create and/or promote events, activities, and related programs on our campus with the goal to promote ethical leadership, cultural competence, and community engagement. (2019) Membership shall consist of ranked faculty members as appointed by the chairperson of the Faculty Senate. In addition, the Student Government Association will be invited to appoint a non-voting student representative.~~

Public Affairs Committee shall create and/or promote events, activities, and related programs on our campus with the goal of promoting ethical leadership, cultural competence, and community engagement.

Membership shall consist of ranked faculty members as appointed by the chairperson of the Faculty Senate.

Ex-officio members include:

- i. Director, Management Information Systems
- ii. Director of Student Life and Development
- iii. Assistant Director, Student Life and Development
- iv. Director of Assessment and Accreditation
- v. Systems-Database Analyst WP
- vi. Software Support Specialist
- vii. Web Programmer
- viii. Chair, Faculty Senate
- ix. Dean, Career and Technical Education, Engineering and Computer Information Systems
- x. Dean, General Education and Professional Programs
- xi. Dean, Nursing and Allied Health
- xii. SGA Representative (appointed by SGA)

MISSOURI STATE UNIVERSITY

BOARD RESOLUTION

WEST PLAINS FINANCE NO. 39-26
Approval of Expenditures to Implement
Student-Approved Capital Projects

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

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

WHEREAS, the student body has voted to expend Capital Projects funds of approximately \$5,000 to support campus beautification efforts through the purchase of flowers, trees, soil, and other landscaping materials used in flower beds and green spaces across the university; and

WHEREAS, the student body has voted to expend Capital Projects funds of approximately \$1,651 to enhance the courtyard spaces of the Grizzly Lofts by adding new seating options for students and improving the existing flowerbeds through updated landscaping; and

WHEREAS, the student body has voted to expend Capital Projects funds of approximately \$11,000 in collaboration with the university's IT department to create a new seating and study space in Lybyer Hall; and

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

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

Melissa Gourley
Board Chair

Passed at meeting of
June 26, 2026

Rowena Stone
Secretary to the Board

COMMENTS:

1. Campus Beautification Initiative: The Student Government Association (SGA) is proposing to transfer \$5,000 from the SGA Capital Project Fund to the University's Physical Plant to support campus beautification efforts. This annual initiative contributes to enhancing the overall appearance and environment of campus through the purchase of flowers, trees, soil, and other landscaping materials used in flower beds and green spaces across the university. These improvements will also enhance campus appeal during tours, as well as in photoshoots and publications used by the university for marketing and advertising. Approximate funds to be expended on this project: \$5,000

2. Grizzly Lofts Courtyard Renovations: The Student Government Association (SGA) is proposing to allocate \$1,651 from the SGA Capital Project Fund to support renovations of the Grizzly Lofts Courtyards. This project will enhance the courtyard spaces by adding new seating options for students and improving the existing flowerbeds through updated landscaping. Enhancing the courtyards will also support campus tours and help showcase the Grizzly Lofts as an attractive and welcoming living space for prospective students. Approximate funds to be expended on this project: \$1,651

3. Lybyer Hall Seating and Study Space: The Student Government Association (SGA) is proposing to allocate \$11,000 from the SGA Capital Project Fund in collaboration with the university's IT department to create a new seating and study space in Lybyer Hall. This project will utilize an area where tables were previously located but have since been removed, leaving the space currently unused. By installing new seating and study accommodations, this initiative will restore functionality to the area and provide much-needed study space for students in a high-traffic academic building. Approximate funds to be expended on this project: \$11,000

III.F.7.

MISSOURI STATE UNIVERSITY

BOARD RESOLUTION

WEST PLAINS CURRICULUM NO. 111-26a
Approval of the New Academic Programs for the
Associate of Arts (AA) Teacher Education - Autism
Education, Associate of Arts (AA) Teacher
Education - Early Childhood Education, and
Associate of Arts (AA) Teacher Education –
Elementary Education

BE IT RESOLVED by the Board of Governors for the Missouri State University that the Associate of Arts (AA) Teacher Education - Autism Education, Associate of Arts (AA) Teacher Education - Early Childhood Education, and Associate of Arts (AA) Teacher Education - Elementary Education have been approved by the Missouri Coordinating Board for Higher Education and the Higher Learning Commission.

Melissa Gourley
Board Chair

Passed at meeting of
June 26, 2026

Rowena Stone
Secretary to the Board

COMMENTS:

This resolution is being submitted to correct the program titles for the record. Comments below are unchanged from the resolution approved at the May 2026 Board of Governors meeting.

1. Missouri State University-West Plains currently offers the Associate of Arts in Teaching (AAT) in Elementary Education, with two options, General Education and Autism.
2. Three proposed Associate of Arts (AA) Teacher Education - Autism Education, Teacher Education - Early Childhood Education, and Teacher Education - Elementary Education will replace the AAT degree.
3. Offering three separate degrees will be more efficient, more effective, and provide students with a clear pathway to their educational and career goals.
4. Offering three separate degrees will ensure students are able to transfer to the appropriate four-year degree aligned to their desired teacher certification area/grade level.
5. The proposed Associate of Arts (AA) degree plans include three distinct programs: Teacher Education—Autism, Teacher Education—Early Childhood Education, and Teacher Education—Elementary Education. Each program provides appropriate foundational knowledge in its respective area, including autism, child development, or early learning. These programs equip students to successfully continue their education in a four-year program that leads to teacher certification. Courses within these programs will continue to be taught by existing full-time and part-time faculty.
6. The three proposed degree plans align with area school district needs by supporting the preparation of students to pursue certification in an area where rural schools often struggle to fill positions. This change will help address an important workforce need within our community.
7. The program and curriculum have been reviewed and approved by the Missouri State University-West Plains Curriculum Committee and Faculty Senate. The program proposal is also submitted to the Missouri Coordinating Board for Higher Education and the Higher Learning Commission.

V.I.E.1.

MISSOURI STATE UNIVERSITY

BOARD RESOLUTION

BOARD POLICIES NO. 140-26

Approval of the 2026-2031 Strategic Plan for
Missouri State University-West Plains

WHEREAS, development of the 2026-2031 for Missouri State University-West Plains strategic plan was led by Strategic Planning Committee Co-Chairs Jason McCollom and Lindsey Waggoner, with assistance from Mike Malone, a consultant associated with the firm Economic Leadership, and Dr. Tracy McGrady; and

WHEREAS, the plan was developed with extensive input from students, faculty, staff, alumni and friends, community and business leaders, and elected officials through small group sessions and three interactive workshops; and

WHEREAS, based on input from the aforementioned groups, the plan focuses on five goal areas: expanding awareness of Missouri State University-West Plains, growing and maintaining enrollment, aligning institutional offerings with the needs of the communities the campus serves, strengthening fiscal and organizational resources, and enhancing partnerships with Missouri State University in Springfield; and

WHEREAS, five goal work groups comprised of faculty and staff developed the goal statements, metrics, strategies, tactics, and suggested actions included in the plan; and

WHEREAS, the plan will move the university toward fulfillment of the vision of shaping the future of the region by prioritizing learning, expanding pathways to workforce advancement, uplifting our communities, and igniting opportunity through education and innovation, and is therefore titled, “Pathways to Opportunity;” and

WHEREAS, the final draft of the plan is now presented for approval by the Board of Governors;

NOW BE IT RESOLVED by the Board of Governors for Missouri State University that the 2026-2031 Strategic Plan for Missouri State University-West Plains, as presented by the chancellor, be accepted and approved.

Melissa Gourley
Board Chair

Passed at meeting of
June 26, 2026

Rowena Stone
Secretary to the Board



Pathways to Opportunity

2026-2031 Strategic Plan

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Message from the Chancellor

Pathways to Opportunity started with a strong strategic vision: Missouri State University-West Plains will shape the future of our region by prioritizing learning, expanding pathways to workforce advancement, uplifting our communities, and igniting opportunity through education and innovation. This vision was based on what we heard at the beginning of the planning process from students, faculty, and staff, as well as stakeholders and partners throughout South Central Missouri. It has galvanized our campus community and will provide the framework through which we engage the region.

The plan is built around five clear imperatives:

1. Expand awareness of Missouri State University-West Plains
2. Grow and maintain enrollment
3. Align institutional offerings with the needs of the communities we serve
4. Strengthen fiscal and organizational resources
5. Enhance partnerships with Missouri State University in Springfield

The goals and outcomes articulated in this plan came from our students, faculty, staff, and stakeholders – not from the top down. They are ambitious, courageous, and – most importantly – they will provide pathways to opportunities.

Now that we have a plan, it's time to go get 'em, Grizzlies!



Zora Mulligan
Chancellor

Higher Education Landscape

Missouri State University–West Plains (MSU–West Plains) is developing its next strategic plan at a time when higher education in the United States is undergoing significant change. Demographic shifts, evolving workforce expectations, rapid advances in technology, and ongoing financial pressures are changing both what institutions do and how they are perceived. These changes are especially important for two-year institutions like MSU–West Plains, which sit at the intersection of access, affordability, and workforce preparation. As the number of traditional college-aged students declines and public confidence in higher education lessens, institutions are being asked more than ever to demonstrate value and relevance to the students and communities they serve.

Many of these trends are well documented at both national and state levels. The number of high school graduates is expected to decline in the coming years due to long-term decreases in birth rates, often referred to as the “demographic cliff.” Missouri is projected to see a 12% decline in high school graduates by 2041.¹ At the same time, enrollment patterns have shifted. Fewer students are enrolling immediately after high school, and more are questioning whether college attendance is worth the cost. National surveys show public confidence in higher education has dropped from 57% in 2015 to 36% in 2023.² While community colleges have seen some recent stabilization, particularly among adult learners, the overall environment remains uncertain.

Along with these demographic and financial pressures are changes in the workforce itself. Employers continue to report difficulty finding qualified workers across a range of industries, including healthcare, manufacturing, and information technology. At the same time, they consistently point out gaps in basic employability skills such as communication, reliability, and professionalism.³ Advances in artificial intelligence and automation are also reshaping the types of skills that are needed, often increasing demand for applied, technical, and adaptable skill sets while creating uncertainty around some traditional

¹ Western Interstate Commission for Higher Education, *Knocking at the College Door: Projections of High School Graduates*, 10th ed. (Boulder, CO: WICHE, 2024), <https://www.wiche.edu/wp-content/uploads/2024/12/2024-Knocking-at-the-College-Door-final.pdf>

² Megan Brenan, “Americans’ Confidence in Higher Education Down Sharply,” *Gallup*, July 11, 2023, <https://news.gallup.com/poll/508352/americans-confidence-higher-education-down-sharply.aspx>

³ US Congressional Research Service, *Skills Gaps: A Review of Underlying Concepts and Evidence* (2022), <https://www.congress.gov/crs-product/R47059>

degree pathways.⁴ As a result, students are increasingly drawn to shorter, more targeted educational options that lead more directly to employment.⁵

Within this broader landscape, MSU-West Plains operates in a region with its own distinct set of conditions. The surrounding service area is largely rural, with lower-than-average wages, low labor force participation (48.1%), and ongoing workforce shortages.⁶ Median family income data show between 10.2% and 24.4% of families in the service region live below the poverty level.⁷

These conditions create barriers and affect both students and the broader workforce. Issues such as childcare, transportation, and housing can make it more difficult for students to pursue higher education. Meanwhile, lower wages contribute to talent loss as graduates often leave the region in search of higher-paying jobs.

At the same time, there are signs of opportunity: business establishments are growing, certain counties are projected to see population increases, and key industries such as healthcare, manufacturing, logistics, and agriculture continue to show demand for skilled workers.⁸ Leaders in this region of the state have a clear vision for attracting more and diverse industries to grow the economy. They also seek to raise wages to address the high rates of regional poverty and offer an improved quality of life for residents. To achieve this, they emphasize that MSU-West Plains is an integral part of that vision because of its role as both a major employer and the primary provider of higher education in the region.

The strengths and threats outlined below are informed not only by national and regional data, but also by Strengths, Weaknesses, Opportunities, and Threats (SWOT) analyses conducted with multiple stakeholder groups during the fall 2025 strategic planning kickoff. Over 100 stakeholders—including faculty, staff, students, and community and industry partners—participated in focus groups, interviews, and surveys. They were asked for their thoughts about what MSU-West Plains must do in its next strategic plan to build a more successful future for residents in South Central Missouri and beyond. Their perspectives

⁴ Stanford Institute for Human-Centered AI, *AI Index Report 2024*, [The 2025 AI Index Report | Stanford HAI](#)

⁵ Johanna Alonso, “Short-Term Credentials Bolster Enrollment Boom,” Inside Higher Ed, November 11, 2025, <https://www.insidehighered.com/news/admissions/traditional-age/2025/11/11/short-term-credentials-bolster-enrollment-boom>

⁶ Lightcast, labor market data (version 2025.3), as cited in *Economic Leadership, MSU-West Plains and the Region’s Workforce Needs* (2026).

⁷ U.S. Department of Health & Human Services’ National Institutes of Health. “Income (Median Family Income) for Missouri by County, All Races, Both Sexes, All Ages, 2019-2023.” [Income Map for Missouri Counties | HDPulse Data Portal](#)

⁸ Lightcast, labor market data (version 2025.3), as cited in *Economic Leadership, MSU-West Plains and the Region’s Workforce Needs* (2026).

provide important context for understanding how the institution is viewed both internally and externally.

Institutional Strengths

MSU–West Plains has a number of strengths that position it well in this changing environment. In many cases, these strengths also point directly to opportunities for growth and greater impact.

Strong Regional Presence and Community Connection

One of the institution’s clearest strengths is its role in the region. MSU–West Plains is not just a college; it is a central part of the economic and community fabric of South Central Missouri. With a service area of nearly 88,000 residents and a workforce of over 200 employees, the institution is both a major employer and a primary driver of educational attainment in the region.⁹

This was evident in the Fall 2025 SWOT focus groups, where participants consistently described the university as a “cornerstone” of the community. That kind of standing is vital, especially at a time when many institutions struggle to define their role. MSU–West Plains has an important opportunity to lean further into being a partner in regional economic development by collaborating more intentionally with employers, local governments, and community organizations.

Student-Focused Environment

Another consistent theme in stakeholder feedback is the institution’s strong student-centered culture. Small class sizes, accessible faculty, and a supportive campus environment were all identified as key strengths in SWOT focus groups.

This is particularly important given the population the institution serves. Many students are first-generation, balancing work and family responsibilities, or returning to college after time away from education. A supportive, flexible environment is not just a benefit; it is essential to student success.

Affordability is also a major advantage. As concerns about student debt continue to grow, two-year institutions are often seen as a more practical and accessible option. National data show that skepticism about the cost of higher education is increasing, especially when loans are involved.¹⁰ MSU–West Plains is well positioned to meet this challenge.

⁹ Id.

¹⁰ Pew Research Center, *“Is College Worth It? Public Views on the Value of a College Degree,”* May 23, 2024, <https://www.pewresearch.org/social-trends/2024/05/23/public-views-on-the-value-of-a-college-degree/>

Workforce-Relevant Programs

The institution already has strong alignment in several high-demand areas, particularly in healthcare and education. Programs like nursing are producing graduates who are directly entering the regional workforce, which is exactly the kind of outcome students and employers seek.

At the same time, regional data point to clear opportunities to build on this strength. In many fields—especially healthcare support, skilled trades, and technical roles—the number of job openings significantly exceeds the number of program completions.¹¹ That gap represents opportunity for program expansion, particularly in short-term certificates, apprenticeships, and other workforce training offerings.

Stakeholders reinforced this in the SWOT focus groups, calling for more flexible, career-aligned programs that allow students to enter the workforce more quickly while still leaving the door open for continued education.

Flexibility and Responsiveness

Compared to larger institutions, MSU–West Plains can move more quickly and adapt to changing workforce and regional community needs. This flexibility is an important strength in a time when both student expectations and workforce demands are rapidly shifting.

Nationally, community colleges are expanding dual credit, adult education, and workforce training programs to respond to demographic changes and enrollment pressures.¹² MSU–West Plains is well positioned in this area, with an already strong dual credit and dual enrollment presence that provides a foundation for continued growth. There is also an opportunity to expand offerings for adult learners. In Howell County alone, nearly 61% of adults are high school graduates with no college degree.¹³

Connection to a Larger University System

The relationship with Missouri State University in Springfield provides access to resources and academic pathways that can benefit students. The ability to offer seamless transfer options, including some bachelor's and graduate programs locally, is a clear advantage.

¹¹ Lightcast, labor market data (version 2025.3), as cited in *Economic Leadership, MSU-West Plains and the Region's Workforce Needs* (2026).

¹² Ellie Ashford, "Going on the Offensive for Student Recruitment," *Community College Daily*, April 5, 2021, <https://www.ccdaily.com/2021/04/going-on-the-offensive-for-student-recruitment/>

¹³ Missouri Census Data Center, *Missouri County Fact Sheet: Howell County, Missouri*, accessed March 25, 2026, <https://mcdc.missouri.edu/applications/MO-county-factsheets/index.php?c=29091>

Still, the SWOT focus groups highlighted an opportunity to better define and communicate MSU–West Plains’ unique identity within that system to strengthen both recruitment and community perception.

Institutional Threats

Alongside these strengths, MSU–West Plains faces a number of challenges that will need to be addressed moving forward. Many of these are not unique to the institution, but they are often more pronounced in rural regions and at smaller campuses.

Limited Awareness of Institutional Value and Offerings

The economic value of earning a college degree remains strong, as individuals with an associate or bachelor’s degree earn significantly more than those with only a high school diploma.¹⁴ Despite these outcomes, public skepticism about the value of higher education continues to grow. Rising costs, student debt, and mixed employment outcomes have all contributed to this shift. Nationally, only about one in five adults believe college is worth the cost if loans are required.¹⁵

For MSU–West Plains, this context underscores the need for a compelling and consistently communicated value proposition. Prospective students and their families are increasingly focused on outcomes—what they will gain from their investment in higher education, how quickly they can complete a credential, and how that credential connects them to employment.

Feedback gathered from focus group participants reinforces this point. The most frequently mentioned recommendation was the need for MSU–West Plains to promote its offerings, programs, and overall value more effectively. Participants said they want to see clear, accessible information about career pathways, programs, and return on investment.

In response, the strategic plan places a strong emphasis on expanding and strengthening marketing and communication efforts. This includes a comprehensive marketing strategy that effectively promotes MSU–West Plains education and training opportunities as well as deepening its engagement with business partners and the communities in the service region. By enhancing its marketing strategies, MSU–West Plains seeks to better tell its story and more clearly articulate the value it provides. In the plan, marketing is elevated from a

¹⁴ U.S. Census Bureau, *How Education Impacts Income and Earnings: 2004–2024*, September 9, 2025, <https://www.census.gov/library/stories/2025/09/education-and-income.html>

¹⁵ Richard Fry, Dana Braga, and Kim Parker, “Is College Worth It?” Pew Research Center, May 23, 2024, <https://www.pewresearch.org/social-trends/2024/05/23/public-views-on-the-value-of-a-college-degree/>

support function to a central strategy for competitiveness, enrollment growth, and regional economic and workforce impact.

Demographic and Enrollment Pressures

The decline in traditional college-aged students is one of the most significant long-term challenges facing higher education and has direct implications for enrollment and retention at MSU-West Plains. As noted earlier, Missouri is projected to see a 12% drop in high school graduates by 2041.¹⁶ Rural areas like the MSU–West Plains service region are likely to feel this even more strongly. In this environment, growing enrollment and improving student persistence will require sustained focus.

At the same time, there is a short-term opportunity for the institution: The number of high school seniors is expected to increase for the next three years. The 2025-2026 freshman class for the seven-county service region is 20% larger than this year’s senior class. Likewise, there are currently more sophomores and juniors than seniors.¹⁷ This trend creates a larger pool of prospective students for MSU-West Plains in the coming years and reinforces the importance of recruitment strategies that effectively reach these prospects and connect them to the institution.

However, the short-term increase in the number of high school students has a limited window. Over time, sustaining enrollment will depend on the institution’s ability to broaden its reach and improve retention across diverse student populations. This includes expanding pathways for adult learners and other nontraditional populations who may enter and exit higher education in diverse ways.

MSU-West Plains is also facing intensifying competition for students—not only from other colleges, but from employers and training providers offering faster or more direct routes to employment. Given these circumstances, the institution’s ability to both attract students and support them through completion becomes increasingly important. The strategic plan places equal emphasis on enrollment growth and student retention, recognizing both as critical to the long-term sustainability and impact of MSU-West Plains.

Regional Workforce Misalignment

Although there are areas of strong alignment, there are also clear gaps between what the regional economy needs and what the university is currently producing. In several high-

¹⁶ Western Interstate Commission for Higher Education, *Knocking at the College Door: Projections of High School Graduates*, 10th ed. (Boulder, CO: WICHE, 2024), <https://www.wiche.edu/wp-content/uploads/2024/12/2024-Knocking-at-the-College-Door-final.pdf>

¹⁷ Missouri Department of Elementary and Secondary Education: *District and Charter Enrollment 1991-2025* ([LINK](#)); Attachment 7

demand occupations, there are far more job openings than graduates.¹⁸ Employers also emphasized that the issue is not only technical skills. In many cases, the biggest gaps are in “soft skills” or “employability skills”—communication, reliability, and professionalism.

Simultaneously, technological advances, particularly artificial intelligence, are transforming both instructional methods and workforce skill requirements. While some traditional career paths are becoming less stable, new ones are rapidly emerging. These trends add complexity and challenge higher education institutions to reconsider how they teach, assess learning, and prepare students for a changing workforce.

Responding to these challenges requires a more coordinated approach to workforce preparation. Area stakeholders emphasize that MSU-West Plains needs “a seat at the table” in working toward a more vibrant regional economy. The strategic plan places a priority on better aligning programs with regional workforce needs and strengthening the broader skills students need to succeed, regardless of whether they are directly entering the workforce or continuing their education within a transfer pathway. It also emphasizes deeper engagement with employer partners to better understand their needs and ensure that programs and training efforts are responsive and connected to real workforce demand.

Resource Constraints and Operational Challenges

Federal and state funding for higher education is showing modest gains; however, inflation, enrollment declines, and shifting priorities limit how far those dollars can go. Pandemic-era federal stimulus funds that once helped stabilize college budgets have expired, leaving many institutions facing significant financial constraints. At the same time, colleges and universities are grappling with higher operating costs, enrollment uncertainty, and public pressure to hold down tuition increases.¹⁹

Funding challenges are also present at MSU-West Plains, which does not have a local taxing district and relies heavily on tuition and state funding. When enrollment fluctuates and public funding does not keep pace with costs, it creates ongoing financial pressure and requires careful, strategic planning. These concerns were raised during SWOT focus groups, especially around financial concerns, staffing efficiencies, and day-to-day operations. Many departments operate with limited staff, which can make it difficult to expand programs, take on new initiatives, or ensure continuity when positions are vacated.

¹⁸ Lightcast, labor market data (version 2025.3), as cited in *Economic Leadership, MSU-West Plains and the Region's Workforce Needs* (2026).

¹⁹ Cole Clark, Megan Cluver, Tiffany Fishman, and Danylle Kunkel, “2025 Higher Education Trends: A look at the challenges and opportunities shaping America’s higher education sector,” Deloitte Insights (April 7, 2025), <https://www.deloitte.com/us/en/insights/industry/public-sector/2025-us-higher-education-trends.html>

In response, the strategic plan focuses on financial stability and effective operations. This includes bolstering the financial health of the institution by aligning budgeting with strategic priorities, making the most of existing resources, and planning with more intention for upkeep of facilities and space. It also includes ensuring that employees have the support they need to do their work effectively while addressing pay inequities. Together, these efforts are intended to support a more stable and sustainable future for MSU-West Plains. This came through in the SWOT discussions as well, particularly in relation to staffing.

Positioning within the Missouri State University System

Finally, MSU-West Plains continues to navigate its identity within the Missouri State University system. This emerged as a consistent theme in every focus group. Stakeholders identified several opportunities for more intentional and mutually beneficial partnerships between MSU-West Plains and the Springfield campus, including greater collaboration around workforce needs, greater operational efficiencies, more seamless transfer pathways, and more coordinated recruitment efforts.

To address this, the strategic plan prioritizes strengthening the relationship between MSU-West Plains and the broader MSU system as a central institutional goal. This includes clarifying and affirming MSU-West Plains' distinct identity and mission, while also deepening collaboration in ways that benefit both institutions. A more intentional partnership will strengthen MSU-West Plains' ability to serve its region while leveraging the system-wide strengths to expand opportunities for students.

Clarifying the institution's identity and communicating it effectively will play a critical role in strengthening partnerships, enhancing recruitment efforts, and reinforcing the institution's value to the region. By positioning itself as both a distinct regional leader and collaborative system partner, MSU-West Plains can better align its work with institutional, community, and workforce needs.

Overall, MSU-West Plains is operating in a complex and rapidly changing environment. The challenges are vast, but so are the opportunities. The institution's strong connection to its community, commitment to student success, and alignment with workforce needs provide a solid foundation for future growth. The key to moving forward will be how intentionally those strengths are leveraged to respond to the demographic, economic, and technological changes shaping higher education today.

About Missouri State University-West Plains

MSU-West Plains is a public, two-year, open admission campus of the Missouri State University system. The institution is separately accredited by the Higher Learning

Commission and offers a full college experience, featuring high-quality instruction, along with student housing, opportunities for engagement through a wide range of student activities, and intercollegiate athletics. As part of a system distinguished by its public affairs mission, MSU-West Plains includes public affairs as part of its educational program focus with one tenet aimed at developing “...educated persons of high character and integrity, inspiring them to serve others and their respective communities...”

MSU-West Plains operates under the governance of the Missouri State University Board of Governors. The chancellor serves as the institution’s chief executive officer, reporting to the system president and the board, and is responsible for overall campus operations. The MSU-West Plains Administrative Council, comprised of central administrators, collaborates to develop and implement the institution’s goals and priorities.

Geographic Focus

MSU–West Plains is in West Plains, Missouri, which is the largest city in a 100-mile radius and serves as the commercial center of the region. The University primarily serves students in the Missouri counties of Carter, Douglas, Howell, Oregon, Ozark, Reynolds, Shannon, Texas, Wayne, and Wright.

In addition to serving the educational needs of its service area, MSU-West Plains provides programs to:

- Areas not served by Missouri’s other two-year institutions;
- An international campus in Dalian, China where educational opportunities benefit both regional and international students; and
- The global community of students via traditional and emerging technologies.

History

MSU–West Plains was established in 1963 as the West Plains Residence Center, created to expand access to higher education in rural South Central Missouri. Prior to its founding, residents of West Plains and the surrounding region often had to travel more than 100 miles to attend college, creating a significant barrier to educational attainment and workforce development. The creation of the Residence Center marked an important moment in addressing these geographic and economic challenges.

A key figure in the campus’s founding was state legislator Granvil Vaughan, whose advocacy and persistence were instrumental in bringing a college to the region. Recognizing both the need for local access and the transformative potential of higher education, Vaughan worked to build support among community members, local leaders,

and then-Southwest Missouri State College (now Missouri State University) Board of Regents. Despite initial skepticism locally and at the state level, Vaughan successfully advocated for approval of a trial residence center, contingent upon having at least 100 students enrolled. On September 16, 1963, the West Plains Residence Center opened its doors with 111 students and a small faculty, at first operating out of facilities provided by the West Plains R-7 School District.²⁰

The early years of the Residence Center were defined by strong community support and resourcefulness. Without initial accreditation or guaranteed state funding, the institution relied heavily on local investment and volunteerism. Community members donated facilities, funds, and services, contributing to the development of key campus assets such as the library, student center, and what is now Kellett Hall. Early leadership, including Dean Marvin Green, played multiple roles in administration, recruitment, and operations, reflecting the grassroots nature of the institution's growth.²¹

Institutional recognition expanded over time through a series of legislative actions. In 1977, the campus was officially renamed the West Plains campus of then-Southwest Missouri State University. In 1981, the Missouri legislature granted the campus permanent status, solidifying its role within the state's higher education system. A decade later, House Bill 51 (1991) authorized the campus to offer one-year certificates, two-year associate degrees, and both credit and noncredit courses, significantly expanding its academic mission. In 2005, Senate Bill 98 formally renamed the institution Missouri State University–West Plains, aligning it with the broader university system's name change.²²

Since its founding, MSU–West Plains has evolved from a small satellite learning center into a comprehensive two-year campus offering a full college experience. Today, the campus serves around 2,000 students and provides a range of associate degree programs designed for both transfer and career readiness, as well as certificates and workforce training opportunities. Through Missouri State University's Outreach programs, select bachelor's and master's degrees are also available on the West Plains campus, further expanding access to higher education in the region.

“MSU–West Plains transforms lives through impactful education and training, offering personalized support for student success, and strengthening our communities” is the institution's mission, and it reflects a longstanding commitment to access, community

²⁰ Jennifer Moore, “As MSU-West Plains Celebrates Its 50th Anniversary, a Look Back on Its Challenges, Milestones,” KSMU, February 15, 2013, <https://www.ksmu.org/local-history/2013-02-15/as-msu-west-plains-celebrates-its-50th-anniversary-a-look-back-on-its-challenges-milestones>

²¹ Id.

²² Id.

engagement, and regional impact. Over more than six decades, the campus has played a significant role in transforming the educational, economic, and cultural landscape of southern Missouri, helping to grow a more educated workforce and fostering greater acceptance of higher education across the region.

Current Facts

Academic Programs

MSU–West Plains is a two-year institution that offers 24 associate degrees and 34 certificate programs designed to support both transfer and workforce entry. The institution provides a comprehensive range of programs across liberal arts, health professions, business, agriculture, and technical education.

At the associate level, the institution offers Associate of Arts, Associate of Science, Associate of Applied Science, and Associate of Arts in Teaching degrees, providing students with multiple pathways aligned to their academic and career goals. Transfer-oriented degrees in areas such as general studies, business, agriculture, computer science, engineering, and education prepare students for a seamless transition to four-year institutions. Career and technical programs—including nursing, health information technology, advanced manufacturing, welding and fabrication, veterinary technology, and information technology—support immediate workforce entry and regional economic development.

Certificate programs provide credentials that support short-term training, upskilling, and career advancement. These offerings span agriculture, business, health care, hospitality, information technology, and technical trades, enabling students and working professionals to quickly gain industry-relevant skills.

The institution is accredited by the Higher Learning Commission. Academic programs are delivered through instructional divisions that emphasize student success, workforce readiness, and responsiveness to regional and state needs. Many programs are developed in collaboration with industry partners to ensure alignment with current and emerging workforce demands.

Enrollment

Fall 2025 enrollment reached 1,986 students, representing the highest enrollment in the past decade. Overall enrollment has remained stable, despite noticeable declines in 2022 and 2023 that were likely influenced by the COVID-19 pandemic.

While total enrollment has remained steady, the composition of the student body has shifted significantly. The number of degree-seeking students declined from approximately

1,400 in 2015 to 905 in Fall 2025. During the same period, dual credit and dual enrollment participation more than doubled, increasing from fewer than 400 students to 997. This shift reflects a broader trend toward serving more part-time and high school students.

The geographic reach of the institution has also expanded. Although the majority of students continue to come from within the service region, the proportion of students from outside the region has increased notably in the past two years. By Fall 2025, more than one-third of all students came from areas outside the service region.

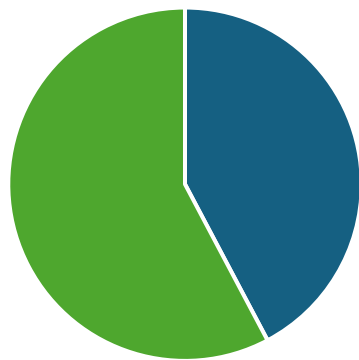
In terms of course delivery, student preferences reflect strong demand for flexibility. Most students (65%) enroll in at least some online coursework, with 38% taking fully online schedules. Seated course participation has increased slightly with 35% of students participating in only seated or hybrid courses, while 27% enroll in a mix of online and in-person courses.

Degrees Conferred

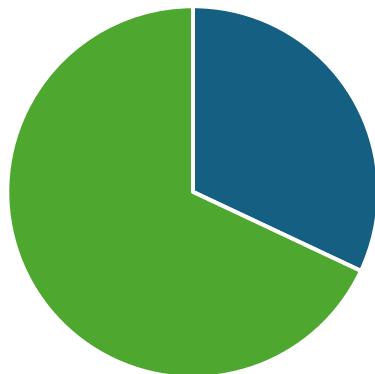
Degrees Conferred (Summer 2025-Spring 2026)	Number
Associate of Arts	127
Associate of Science	125
Associate of Applied Science	35
Certificate	39

Employee Characteristics

Appointment	Faculty	Staff	GA	Student
Full-time	41	90	0	0
Part-Time	54	71	1	53
Total	95	161	1	53



Approximately 42% of employees work full-time



Approximately 32% of full-time faculty members have a terminal degree.

Mission, Vision, and Values

Mission

Missouri State University-West Plains transforms lives through impactful education and training, offering personalized support for student success, and strengthening our communities.

Vision

Missouri State University-West Plains will shape the future of our region by prioritizing learning, expanding pathways to workforce advancement, uplifting our communities, and igniting opportunity through education and innovation.

Values

At Missouri State University-West Plains, being a Grizzly means we **CARE**.

C - Commitment to Students

We place students at the heart of all we do, providing the support, opportunities, and resources they need to succeed.

A - Accountability in Stewardship

We compassionately support our personnel and responsibly steward our fiscal and operational resources through analytical decision-making.

R – Relevance in Education

We deliver rigorous and relevant educational and workforce opportunities that align with regional needs to promote learning, career-readiness, and lifelong growth.

E – Engagement in Our Communities

We engage our communities with purpose, partnership, and a commitment to positive impact.

Goals, Strategies, and Outcomes

GOAL 1: EXPAND AWARENESS OF MISSOURI STATE UNIVERSITY-WEST PLAINS

Strengthen MSU-West Plains' visibility, reputation, and community engagement to drive enrollment growth and institutional cohesion.

Strategy 1: Implement marketing practices that improve the reach and consistency of messaging and more precisely target audiences and improve brand awareness

Outcome 1.1: By September 2026, a five-year marketing plan will be established and implemented with its own goals, strategies, and key performance indicators.

Outcome 1.2: By June 2027, a coordinated system will be implemented to track prospective student touchpoints and attribute inquiries and applications to specific marketing efforts.

Outcome 1.3: By November 2027, the average of monthly new users visiting the MSU-West Plains website will increase by 15%, from the baseline of 8,000 in 2026 to 9,200, with a yearly target goal thereafter of 10-15% improvement over the previous year.

Outcome 1.4: By August 2027, social media engagement will increase 15% from the baseline of 251,000 for 2025 to 289,000, and link clicks will increase 10% from 22,000 to 24,200.

Outcome 1.5: By August 2027, increases in website traffic and social media engagement will contribute to a 20% increase in inquiries and applications, and a 10% increase in credit hours at census, from the Fall 2025 baseline of 16,816 to 18,498.

Strategy 2: Develop meaningful, quality connections to the communities we serve by organizing, optimizing, and enhancing employee and student outreach efforts

Outcome 2.1: By August 2026, the Engagement Committee will implement a comprehensive annual plan with metrics and key performance indicators to ensure a consistent and meaningful institutional presence at the highest-profile community events across each county in the service area, enhancing institutional visibility and supporting enrollment growth.

Outcome 2.2: By October 2031, the number of meaningful community engagement activities will increase by 50% over the 2025 baseline metrics as determined by the Engagement Committee.

Strategy 3: Break down silos within the campus community and create ambassadors by connecting employees through training, discussion, and improved access to institutional knowledge

Outcome 3.1: By December 2026, employees will be provided with clear and accessible institutional messaging and key information to support outreach, recruitment, and community engagement efforts.

Outcome 3.2: By June 2027, training will be implemented to improve cross-departmental communication and access to institutional knowledge.

Outcome 3.3: At least 80% of full-time employees will participate in the annual holiday lunch and spring picnic each year.

Outcome 3.4: By October 2031, improved internal messaging and coordination will contribute to increased student satisfaction, retention, and enrollment outcomes, as measured against established benchmarks determined by the Engagement Committee.

Strategy 4: Amplify and leverage Grizzly Athletics as a tool for regional, national, and global brand awareness and service to our communities

Outcome 4.1: By June 2030, Grizzly Athletics will compete at a high level as indicated by an increase in regional, district, and national competition visits, from three teams participating in post-season FY 2025 to five teams in FY 2030.

Outcome 4.2: By June 2027, the number of Grizzly student-athletes who continue competing as student-athletes at four-year institutions or professionally will increase by 30%, from 10 in June 2025 to 13 in June 2027.

Outcome 4.3: By June 2027, Grizzly Athletic events will show a 20% increase in game attendance from an average of 436 attendees in FY 2025 to an average of 480 attendees in FY 2027, as measured by ticket sales and pass lists.

GOAL 2: GROW AND MAINTAIN ENROLLMENT

Achieve sustainable enrollment growth and improve student persistence by expanding accessible pathways, strengthening recruitment and retention strategies, and ensuring a seamless student experience from inquiry through completion.

Strategy 1: Strengthen enrollment growth through data-informed recruitment

Outcome 1.1: By October 2031, enrollment of full-time equivalent degree-seeking students will increase by 30%, from a Fall 2025 baseline of 798 to 1037, as measured by annual Fall census data.

Outcome 1.2: By October 1 of each year, the campus will establish an annual enrollment management plan that includes annual goals for recruitment and retention that align with the 2031 goal for enrollment growth. The annual plan will include specific targets for overall growth as well as targets for individual student populations such as academic programs, athletic programs, and the Mountain Grove campus.

Outcome 1.3: By August 2029, 90% of prospective students will receive timely, personalized communication through integrated technology solutions, as measured by communication tracking and response rates.

Outcome 1.4: By August 2030, financial aid awarding processes will improve enrollment yield by at least 10% among aid recipients, as measured by Free Application for Federal Student Aid (FAFSA) completion rates, aid acceptance, and enrollment yield data.

Strategy 2: Improve student persistence through proactive, coordinated support

Outcome 2.1: By October 2031, retention of full-time students will improve from a Fall 2025 baseline of 62% to 66%, reaching the 75th percentile of peer institutions, as measured by a new report created by Institutional Research.

Outcome 2.2: By October 2031, retention rates for part-time students will increase by 30%, from the Fall 2025 baseline of 21% to 27%, as measured by fall-to-fall persistence data (a new report created by Institutional Research).

Outcome 2.3: By October 2031, persistence rates for adult learners will increase by 15%, from the Fall 2025 baseline of 64% to 70% of full-time adult learners and 38% to 53% of part-time adult learners, as measured by fall-to-fall persistence data (a new report created by Institutional Research).

Outcome 2.4: By August 2028, 100% of students identified as needing early intervention will receive personalized outreach from appropriate faculty, success coaches, and advisors within defined timeframes through the early alert system, as measured by early alert response and intervention tracking.

Outcome 2.5: By October 2031, 50% of degree-seeking students placed on Academic Restriction will persist to degree completion within 150% timeframe of completion, and first-time students who voluntarily withdraw will return within two semesters following withdrawal.

Outcome 2.6: By October 2031, the student self-service academic planning tools will produce and maintain 90% accurate degree completion information as measured by annual graduation evaluations.

Strategy 3: Align academic pathways with transfer and workforce outcomes

Outcome 3.1: By October 2031, graduation and transfer rates will improve from a Fall 2025 baseline of 54% to 63%, reaching the 75th percentile, as measured by a new report created by Institutional Research.

Strategy 4: Enhance student experience and campus engagement

Outcome 4.1: By October 2028, student participation in campus events, student organizations, and athletic events will increase by 30%, from the Fall 2025 baseline of 782 to 1,016, as measured by a new report created by Student Life.

Outcome 4.2: By October 2031, student satisfaction and sense of belonging will improve by 10%, as measured by institutional surveys.

Outcome 4.3: By October 2031, 8% of students will participate in a co-curricular academic experience. (e.g., experiential learning, honors program, collegiate presentations/competitions, education abroad).

Strategy 5: Build institutional capacity for student success through defined roles and success coaching

Outcome 5.1: By July 2026, the institution will clearly define, document, and communicate roles related to recruitment and retention, as measured by institutional documentation.

Outcome 5.2: By Fall 2027, a comprehensive student success coaching model will be implemented across all academic and student support areas, as measured by program implementation benchmarks.

Outcome 5.3: By Fall 2028, 80% of faculty and student-facing staff will complete training in student success coaching strategies, early intervention, and student communication, as measured by training records.

GOAL 3: ALIGN INSTITUTIONAL OFFERINGS WITH THE NEEDS OF THE COMMUNITIES WE SERVE

Ensure academic and workforce programs are aligned with regional economic, workforce, and community needs to improve student completion, employment, and transfer outcomes.

Strategy 1: Increase student enrollment in experiential learning opportunities

Outcome 1.1: By August 2028, the Academic Affairs Division will implement a standardized process for collecting the number of experiential learning opportunities completed by students, as measured by 100% of academic divisions and co-curricular activities submitting data into a centralized database.

Outcome 1.2: By May 2031, student participation in experiential learning will increase by 10% over the FY 2028 baseline established through the data collection process implemented by Academic Affairs as measured by institutional data provided to Academic Affairs.

Strategy 2: Connect curriculum to career readiness for all academic programs

Outcome 2.1: By July 2028, Academic Affairs will establish baseline data from the Institutional Learning Outcome (ILO) assessment and establish a growth goal based on that data.

Outcome 2.2: By May 2031, 80% of graduates will demonstrate increased workforce and career-readiness competencies, as measured by the Institutional Learning Outcomes (ILOs) and benchmarked against National Association for Colleges and Employers (NACE) standards.

Strategy 3: Partner with other higher education institutions to expand pathways that improve degree completion efficiency for MSU-West Plains students

Outcome 3.1: By October 2031, MSU-West Plains will increase the number of transfer pathways with institutions from 14 to 28 to support degree completion efficiency and transfer preparation for MSU-West Plains students, as measured by

number of memorandums of understanding (MOUs), articulation agreements, and institutionally recognized advising academic maps.

Strategy 4: Enhance the university's role as a regional partner supporting economic growth and community development

Outcome 4.1: By October 2031, academic and training programs will demonstrate alignment with regional workforce needs within a 60-minute drive-time radius using labor market data and advisory board input, with documented implementation of recommendations and 30% enrollment growth in high-demand programs.

GOAL 4: STRENGTHEN FISCAL AND ORGANIZATIONAL RESOURCES

Advance long-term institutional sustainability by aligning resource allocation with strategic priorities, strengthening financial reserves, optimizing facilities planning, and sustaining a well-supported workforce.

Strategy 1: Strengthen strategic budget planning for institutional resource allocation

Outcome 1.1: By June 2027, the institution's budget planning process will implement a documented annual budget development timeline that integrates short-term operational needs and long-term financial commitments, as measured by the published budget calendar.

Outcome 1.2: By June 2027, the institution will complete an annual budget planning and review cycle that supports implementation of the strategic plan, as measured by annual budget reports and documented review meetings.

Strategy 2: Enhance financial reserves for institutional operational stability

Outcome 2.1: By June 2027, and at the conclusion of each fiscal year thereafter, the campus will increase its education and general reserve by 1% annually, compared to the FY 2025 baseline.

Strategy 3: Implement facilities planning and prioritization for campus infrastructure to support institutional needs

Outcome 3.1: By June 2027, the institution will conduct a campus-wide review of facility use to identify opportunities for improved space efficiency, as measured by a completed facilities use report and facilities master plan.

Outcome 3.2: By June 2030, recommendations from the facilities master plan will be prioritized and incorporated into the capital improvement plan.

Outcome 3.3: By October 2031, the number of projects on the campus deferred maintenance list will decrease by 20%, from a baseline of 82 projects to 64, as measured by physical plant record. The baseline and goal numbers may be reevaluated when the campus updates its deferred maintenance inventory.

Outcome 3.4: By June 30, 2030, the institution will pursue strategic partnerships and external funding opportunities to support priority facility needs identified in the facilities master plan, including those related to student programs and athletics.

Strategy 4: Sustain a well-supported workforce

Outcome 4.1: By July 2027, employees with five or more years of service and compa-ratios below 80% will be prioritized for pay adjustments to bring them to at least 80% of their salary range midpoint, with emphasis on those in pay grades 45 and below.

Outcome 4.2: By July 2031, all employees will be at 80% of their midpoint pay range.

Outcome 4.3: By April 2027, launch an initial administration of ModernThink's Great Colleges to Work For survey to assess employee satisfaction levels, identify key areas for improvement, and set a goal.

Strategy 5: Promote responsible fiscal management and resource stewardship by reducing institutional costs and financial risk through improved energy efficiency and strengthened revenue collections practices

Outcome 5.1: By July 2027, implement energy conservation measures and negotiate with utility providers to ensure annual utility spending increases at a rate slower than inflation.

Outcome 5.2: By July 2026, identify an existing campus position to be assigned collections duties in addition to current responsibilities.

Strategy 6: Strengthen engagement with University Advancement to support long-term sustainability

Outcome 6.1: By August 2026, the institution will partner with University Advancement to develop and implement an annual plan that includes goals aligned with MSU-West Plains' fundraising priorities and measurably strengthens engagement with the campus.

GOAL 5: OPTIMIZE PARTNERSHIPS WITH MISSOURI STATE UNIVERSITY IN SPRINGFIELD

Strengthen strategic partnerships with Missouri State University in Springfield to expand academic pathways, increase resource-sharing, and advance regional impact.

Strategy 1: Collaborate with Missouri State University in Springfield to make transfer seamless

Outcome 1.1: By October 2031, the number of students who transfer from the West Plains campus to the Springfield campus (in person, online, or on the West Plains campus) will increase from the 2025 baseline of 55 to 100.

Strategy 2: Develop streamlined admission processes that allow students to enroll across both campuses with minimal administrative barriers

Outcome 2.1: By October 2031, cross-campus enrollment will increase by 15% from the Fall 2025 baseline of 74 Springfield students enrolled in West Plains courses and seven West Plains students enrolled in Springfield classes to 125 and 50 respectively, as measured by a new report created by Institutional Research.

Strategy 3: Recruit students who were denied admission to Missouri State University in Springfield

Outcome 3.1: By Fall 2031, MSU-West Plains will enroll 1% of eligible students who were denied admission to MSU-Springfield, from the Fall 2025 baseline of 0.17% as measured by a new report created by Institutional Research.

Appendix A: Strategic Planning Committee Membership

Committee Co-Chairs

Dr. Jason McCollom

Associate Professor, Department Chair of
Arts, Letters, and Education

Lindsey Waggoner

Director of Career Services

Committee Members

Wayne Cahoj

Bookstore Manager

Joanna Patillo

Assistant Professor of Nursing

Alyssa Collins

Assistant Director, Human Resources;
Institutional Compliance Liaison

Rachel Peterson

Director of Athletics

Chad Corley

Associate Vice Chancellor for Marketing &
Communications

Dasha Russell

Assistant Professor, Associate Dean

Trevor Cressman

Director of Workforce Development &
Community Education

Tresa Ryan

Assistant Professor, Program Director,
Department Chair of Health Information
Technology

Heath Lair

Technology Support Specialist

Dr. Brenda Smith

Associate Professor, Program
Coordinator-Hospitality Leadership and
Child and Family Development,
Department Chair of Business & Applied
Science

Rocky Long

Instructor, Director of Music

Lauren Willis

Director of Counseling Services

Appendix B: SWOT Analysis Small Groups

Small group discussions for the 2026-2031 Strategic Plan kicked off during the Fall 2025 semester. Sessions were conducted with multiple groups, and in all, over 100 stakeholders—including faculty, staff, students, and community and industry partners—participated in focus groups, interviews, and surveys. Meetings were held in person and virtually for the West Plains campus, and various groups of attendees represented those contributing to the project:

- Academic Leadership
- Administrative Council members
- Alumni and friends
- Business and community leaders
- Director-level administrators
- Elected officials
- Faculty
- Faculty Senate
- Staff
- Staff Senate
- Student Government Association
- Students

In addition, a consultant conducted individual interviews with the presidents of Missouri State University-West Plains' primary "friends" groups, Friends of Garnett Library and the Grizzly Club; current and former members of the Board of Governors, the president of Missouri State University, economic developers, and superintendents.

Finally, the consultant surveyed area employers by reaching out to every chamber of commerce in the service area.

Appendix C: Work Group Membership

Goal 1: Expand Awareness of Missouri State University-West Plains

Co-Chairs

Chad Corley*

Associate Vice Chancellor for Marketing & Communications

Rachel Peterson*

Director of Athletics

Members

Kris Brinkerhoff

Instructor, Web & Media Services Specialist

Emilie Brotherton

Support Coordinator, ASCEND

Rocky Long*

Instructor, Director of Music

Dr. Jason McCollom*

Associate Professor, Department Chair of Arts, Letters, and Education
Co-Chair of Strategic Planning Committee

Ashlee Smith

Instructor, Allied Health & Nursing

Kenzie Warren

Admission Counselor

Lauren Willis*

Director of Counseling Services

**Denotes Strategic Planning Committee members*

Goal 2: Grow and Maintain Enrollment

Co-Chairs

Melissa Jett

Director of Admissions

Dr. Angela Totty

Associate Vice Chancellor of Student Services

Members

ReBena Atkinson

Instructor, AAT Program Director, Dual Credit Coordinator

Michelle Bryan

Registrar

Bruce Cavitt

Academic Advisor

Jennifer Edgeller

Tutoring & PAWS Coordinator

Kristi Huff

Administrative Assistant I

Jacy Miller

Mental Health Clinician

Anthony Priest

Assistant Professor, Department Chair of Natural & Applied Sciences

Cathy Proffitt-Boys

Associate Professor, Dean of Career & Technical Education

Carrie Steen

Director of Institutional Research & Effectiveness

Todd Stockton

Technology Support Specialist

Pam Tate

Mountain Grove Campus Coordinator, Student Support Specialist

Lisa Wade

Assistant Professor, Dean of Nursing/Director for Nursing

Justin Wade

Director of ASCEND

Joan Wright

Coordinator of Adult Literacy & College Readiness Programs

**Denotes Strategic Planning Committee members*

Goal 3: Align Institutional Offerings with the Needs of the Communities We Serve

Co-Chairs

Trevor Cressman*

Director of Workforce Development & Community Education

Dr. Michael Orf

Associate Vice Chancellor of Academic Affairs

Members

Lacey Campbell

Assistant Professor, Department Chair of Nursing

Elizabeth Mahan

Instructor, Behavioral Health Support Program

Gary Phillips

Professor, Department Chair of English, Communications & Letters

Brenda Smith*

Associate Professor, Program Coordinator-Hospitality Leadership and Child and Family Development, Department Chair of Business & Applied Science

Lindsey Waggoner*

Director of Career Services

Co-Chair of Strategic Planning Committee

**Denotes Strategic Planning Committee members*

Goal 4: Strengthen Fiscal and Organizational Resources

Co-Chairs

Keri Elrod

Associate Vice Chancellor for Academic Support

Dr. Robert Greim

Director of Development

Members

Wayne Cahoj*

Bookstore Manager

Drew Clark

Digital Marketing Coordinator

Alyssa Collins*

Assistant Director, Human Resources; Institutional Compliance Liaison

Kileene Collins

Executive Assistant III, Student Services

Alex Graham

Assessment & Accreditation Director

Christina Kerley

Accounting Manager, Business Office Director

Brian Mitchell

Director of Facility Operations

Dasha Russell*

Assistant Professor, Associate Dean

Jennifer Walker

Director of Financial Aid

**Denotes Strategic Planning Committee members*

Goal 5: Optimize Partnerships with Missouri State University in Springfield

Chair

Dr. Michael Orf

Associate Vice Chancellor of Academic Affairs

Members

Leigh Adams

Associate Professor, Dean of General Education & Preprofessional Programs

Cindy Bridges

Director of Advising and Academic Support

CJ Collins

Director of Management Information Systems

Heath Lair*

Technology Support Specialist

Krista Lair

Director of Online Learning & Instructional Tech

Joanna Patillo*

Assistant Professor of Nursing

Erica Puckett

Assistant Director of Admissions

**Denotes Strategic Planning Committee members*

Appendix D: Peer Institutions

Process

Institutional Research established criteria to use to identify peer institutions in consultation with the Strategic Planning Committee and the Administrative Council, then identified peers that meet the criteria. The criteria and a draft list of peers were presented to the Board of Governors at their February 19, 2026, Programs and Planning Committee meeting.

Criteria

- Arkansas, Kansas, Missouri, and Oklahoma institutions
- Carnegie-aligned (Associate's Colleges: High Transfer or Mixed)
- Strong transfer mission with applied/CTE programs
- Mostly rural or small population center
- Comparable enrollment scale and governance
- Comparable transfer rate

Peers

1. Arkansas Northeastern College	10. North Arkansas College
2. Arkansas State University– Mountain Home	11. North Central Missouri College (MO)
3. Coffeyville Community College (KS)	12. Pratt Community College (KS)
4. Connors State College (OK)	13. State Fair Community College (MO)
5. Crowder College (MO)	14. Three Rivers College (MO)
6. Eastern Oklahoma State College	15. University of Arkansas Community College–Morriton
7. Garden City Community College (KS)	16. University of Arkansas Hope– Texarkana
8. Mineral Area College (MO)	17. Northeastern Oklahoma A&M College
9. Moberly Area Community College (MO)	

VIII.A.

MISSOURI STATE UNIVERSITY

BOARD RESOLUTION

FINANCE NO. 1112-26
Approval of FY27
Internal Operating Budget

BE IT RESOLVED by the Board of Governors for Missouri State University that the Internal Operating Budget for the year ending June 30, 2027, consisting of:

\$228,729,744 Budgeted operating revenue
\$123,498,315 Budgeted non-operating revenue
\$338,101,660 Budgeted Expenses
(\$11,949,206) Budgeted Transfers
\$0 Budgeted non-recurring allocations

be adopted and administered through the following funds:

	Budgeted Operating Revenues*	Budgeted Non- Operating Revenues	Budgeted Expenses	Budgeted Transfers	Increase (Decrease) in Net Position (including non- recurring allocations)	Non-recurring Allocations	Increase (Decrease) in Net Position (excluding non- recurring allocations)
Springfield Campus							
Operating Fund	\$ 130,370,083	\$ 108,078,559	\$ 225,305,697	\$ (13,138,260)	\$ 4,684	\$ -	\$ 4,684
Total Designated Funds	24,490,567	4,055,421	26,510,454	(216,727)	1,818,806	-	1,818,806
Total Auxiliary System Fund	66,860,274	3,333,261	71,828,376	1,871,816	236,976	-	236,976
Total Springfield Campus	221,720,923	115,467,241	323,644,527	(11,483,171)	2,060,466	-	2,060,466
West Plains Campus							
Operating Fund	5,274,183	7,521,974	12,677,264	(95,259)	23,634	-	23,634
Total Designated Funds	-	485,000	541,299	-	(56,299)	-	(56,299)
Total Auxiliary System Fund	1,734,638	24,100	1,238,569	(370,775)	149,393	-	149,393
Total West Plains Campus	7,008,821	8,031,074	14,457,133	(466,035)	116,727	-	116,727
Total Budget	\$ 228,729,744	\$ 123,498,315	\$ 338,101,660	\$ (11,949,206)	\$ 2,177,193	\$ -	\$ 2,177,193

*Budgeted Operating Revenues are net of \$45,970,002 of scholarships.

Melissa Gourley
Board Chair

Passed at Meeting of
June 26, 2026

Rowena Stone
Secretary to the Board

The FY27 Internal Operating Budget does not include the following: operating fund carryforward balances, other enrollment fees and supplemental course fee revenues and associated dedicated expenses; all grant related revenues and associated dedicated expenses including Pell Grants; and any other similar dedicated revenues and expenses for self-supporting ventures.

The FY27 Internal Operating Budget can be found at:
<https://www.missouristate.edu/financialservices/documentsandreports.htm>

**Report of Gifts
to the
Missouri State University Foundation
Monthly and Year-to-Date**

		MONTHLY						YEAR-TO-DATE		
		<i>Designations under \$1,000</i>		<i>Designations \$1,000 and over</i>		<i>Totals for May</i>		<i>Running Totals</i>		
	<i>Year</i>	<i>No.</i>	<i>Amount</i>	<i>No.</i>	<i>Amount</i>	<i>No.</i>	<i>Amount</i>	<i>No.</i>	<i>Amount</i>	<i>Year</i>

Annual Gifts	FY 25	6,939	\$161,636	67	\$544,484	7,006	\$706,120	79,741	\$9,556,615	FY 25
	FY 26	7,968	\$243,083	95	\$655,400	8,063	\$898,483	89,353	\$10,933,856	FY 26

Capital Facilities	FY 25	12	\$8,221	5	\$141,864	17	\$150,085	246	\$5,971,549	FY 25
	FY 26	47	\$12,331	12	\$151,150	59	\$163,481	454	\$10,864,165	FY 26

One Time Gifts	FY 25	0	\$0	12	\$297,308	12	\$297,308	149	\$6,416,543	FY 25
	FY 26	0	\$0	16	\$1,163,396	16	\$1,163,396	243	\$6,630,986	FY 26

TOTALS	FY 25	6,951	\$169,857	84	\$983,656	7,035	\$1,153,513	80,136	\$21,944,707	FY 25
	FY 26	8,015	\$255,414	123	\$1,969,946	8,138	\$2,225,360	90,050	\$28,429,007	FY 26

**MISSOURI STATE UNIVERSITY FOUNDATION
INCOME SUMMARY TOTALS BY TYPE AND SOURCE
07/01/2025 TO 05/31/2026**

SOURCE	UNRESTRICTED CURRENT	RESTRICTED CURRENT	ENDOWMENT	GIFTS OF PROPERTY	NON-GIFT INCOME*	TOTAL 07/01/2025 TO 05/31/2026	TOTAL 07/01/2024 TO 05/31/2025
ALUMNI	\$91,416	\$4,403,839	\$1,258,408	14,574	\$398,645	\$6,166,882	\$3,491,756
FRIENDS	14,429	4,075,811	595,017	55,702	255,155	\$4,996,114	7,062,991
PARENTS	0	22,605	125	0	19,180	\$41,910	16,549
FOUNDATIONS	18,625	1,684,211	473,749	0	2,920	\$2,179,505	1,130,234
ORGANIZATIONS	31,070	2,535,698	2,784,560	4,372	0	\$5,355,700	3,983,444
BUSINESSES	<u>7,737</u>	<u>4,237,482</u>	<u>412,695</u>	<u>4,480,071</u>	<u>550,911</u>	<u>\$9,688,896</u>	<u>6,259,733</u>
GIFT TOTAL	<u><u>\$163,277</u></u>	<u><u>\$16,959,646</u></u>	<u><u>\$5,524,554</u></u>	<u><u>\$4,554,719</u></u>	<u><u>\$1,226,811</u></u>	<u><u>\$28,429,007</u></u>	<u><u>\$21,944,707</u></u>

**Per the Tax Cuts and Jobs Act, the US Tax reform bill signed into law effective in 2021, income recieved from athletics seat assessments and suites are no longer tax deductible.*

DEFERRED GIFT COMMITMENTS

	UNRESTRICTED CURRENT	RESTRICTED CURRENT	ENDOWMENT	GIFTS OF PROPERTY	TOTAL 07/01/2025 TO 05/31/2026	TOTAL 07/01/2024 TO 05/31/2025
DEFERRED GIFTS	0	1,707,000	9,563,000	0	\$ 11,270,000	\$ 2,720,000

GRAND TOTAL FOR TESTAMENTARY GIFTS YET TO BE RECEIVED: \$91M

FY 26 TOTAL PLEDGES RECEIVED TO DATE: \$6,088,717

	NUMBER OF DONORS 7/1/2025 TO 05/31/2026	NUMBER OF DONORS 7/1/2024 TO 05/31/2025
ALUMNI	6,244	6,046
FRIENDS	12,572	11,906
PARENTS	154	180
FOUNDATIONS	38	49
ORGANIZATIONS	446	315
BUSINESSES	<u>651</u>	<u>656</u>
TOTAL	20,105	19,152

**Report of Gifts
to the
Missouri State University Foundation
Monthly and Year-to-Date**

		MONTHLY						YEAR-TO-DATE		
		Designations under \$1,000		Designations \$1,000 and over		Totals for April		Running Totals		
	Year	No.	Amount	No.	Amount	No.	Amount	No.	Amount	Year

Annual Gifts	FY 25	7,125	\$191,581	66	\$266,544	7,191	\$458,125	72,734	\$8,847,945	FY 25
	FY 26	7,963	\$208,963	87	\$567,720	8,050	\$776,683	80,981	\$10,027,400	FY 26

Capital Facilities	FY 25	8	\$510	5	\$4,358,305	13	\$4,358,815	229	\$5,821,464	FY 25
	FY 26	36	\$7,801	12	\$41,650	48	\$49,451	395	\$10,700,684	FY 26

One Time Gifts	FY 25	0	\$0	9	\$82,767	9	\$82,767	137	\$6,119,235	FY 25
	FY 26	0	\$0	20	\$488,541	20	\$488,541	227	\$5,467,590	FY 26

TOTALS	FY 25	7,133	\$192,091	80	\$4,707,616	7,213	\$4,899,707	73,100	\$20,788,644	FY 25
	FY 26	7,999	\$216,764	119	\$1,097,911	8,118	\$1,314,675	81,603	\$26,195,674	FY 26

**MISSOURI STATE UNIVERSITY FOUNDATION
INCOME SUMMARY TOTALS BY TYPE AND SOURCE
07/01/2025 TO 04/30/2026**

SOURCE	UNRESTRICTED CURRENT	RESTRICTED CURRENT	ENDOWMENT	GIFTS OF PROPERTY	NON-GIFT INCOME*	TOTAL 07/01/2025 TO 04/30/2026	TOTAL 07/01/2024 TO 04/30/2025
ALUMNI	\$63,991	\$4,149,206	\$1,243,203	14,553	\$345,982	\$5,816,935	\$3,354,097
FRIENDS	12,321	3,895,769	558,508	55,334	242,674	\$4,764,606	6,900,250
PARENTS	0	22,305	125	0	13,755	\$36,185	16,209
FOUNDATIONS	17,625	1,451,831	406,649	0	2,920	\$1,879,025	764,549
ORGANIZATIONS	29,670	2,424,155	1,754,822	2,473	0	\$4,211,120	3,599,790
BUSINESSES	5,697	4,174,885	287,670	4,471,240	548,311	\$9,487,803	6,153,749
GIFT TOTAL	<u>\$129,304</u>	<u>\$16,118,151</u>	<u>\$4,250,977</u>	<u>\$4,543,600</u>	<u>\$1,153,642</u>	<u>\$26,195,674</u>	<u>\$20,788,644</u>

**Per the Tax Cuts and Jobs Act, the US Tax reform bill signed into law effective in 2021, income recieved from athletics seat assessments and suites are no longer tax deductible.*

DEFERRED GIFT COMMITMENTS

	UNRESTRICTED CURRENT	RESTRICTED CURRENT	ENDOWMENT	GIFTS OF PROPERTY	TOTAL 07/01/2025 TO 04/30/2026	TOTAL 07/01/2024 TO 04/30/2025
DEFERRED GIFTS	0	1,707,000	9,563,000	0	\$ 11,270,000	\$ 2,470,000

GRAND TOTAL FOR TESTAMENTARY GIFTS YET TO BE RECEIVED: \$91M

FY 26 TOTAL PLEDGES RECEIVED TO DATE: \$5,724,315

	NUMBER OF DONORS 7/1/2025 TO 04/30/2026	NUMBER OF DONORS 7/1/2024 TO 04/30/2025
ALUMNI	6,048	5,831
FRIENDS	12,202	11,564
PARENTS	154	179
FOUNDATIONS	35	45
ORGANIZATIONS	423	300
BUSINESSES	555	617
TOTAL	<u>19,417</u>	18,536



THE OFFICE OF RESEARCH ADMINISTRATION ACTIVITY REPORT – FISCAL YEAR 2026 THROUGH MARCH

Missouri State University faculty, staff, and students are involved in research, education, and service projects through the support of governmental, business, and philanthropic entities. This report summarizes key aspects of this activity and highlights awards received in FY 2026 through the month of March.

PROJECT HIGHLIGHTS

- **Shawn Wahl**, Dean of the Reynolds College of Arts, Social Sciences and Humanities , received **\$165,497** from the **US Department of Health and Human Services** via **Missouri Department of Elementary and Secondary Education** to plan, manage, staff, and conduct the program “The Missouri Fine Arts Academy (MFAA)” as a two-week residential enrichment program for 150 of Missouri's artistically talented high school students. MFAA will be held on the campus of Missouri State University.
- **William Sandel**, Associate Professor of Criminology and **Cody Brewington**, Director of the Public Safety Training Center, received **\$125,000** from the **Missouri Department of Public Safety** to establish and administer an advanced law enforcement rapid response training program within the State of Missouri.
- **Babur Mirza**, Associate Professor of Biology, received **\$25,000** from the **US Geological Society** via **The Curators of the University of Missouri** to assess cyanobacterial blooms in eutrophic lakes and evaluate potential cyanotoxin risks to drinking water resources and recreational waters.

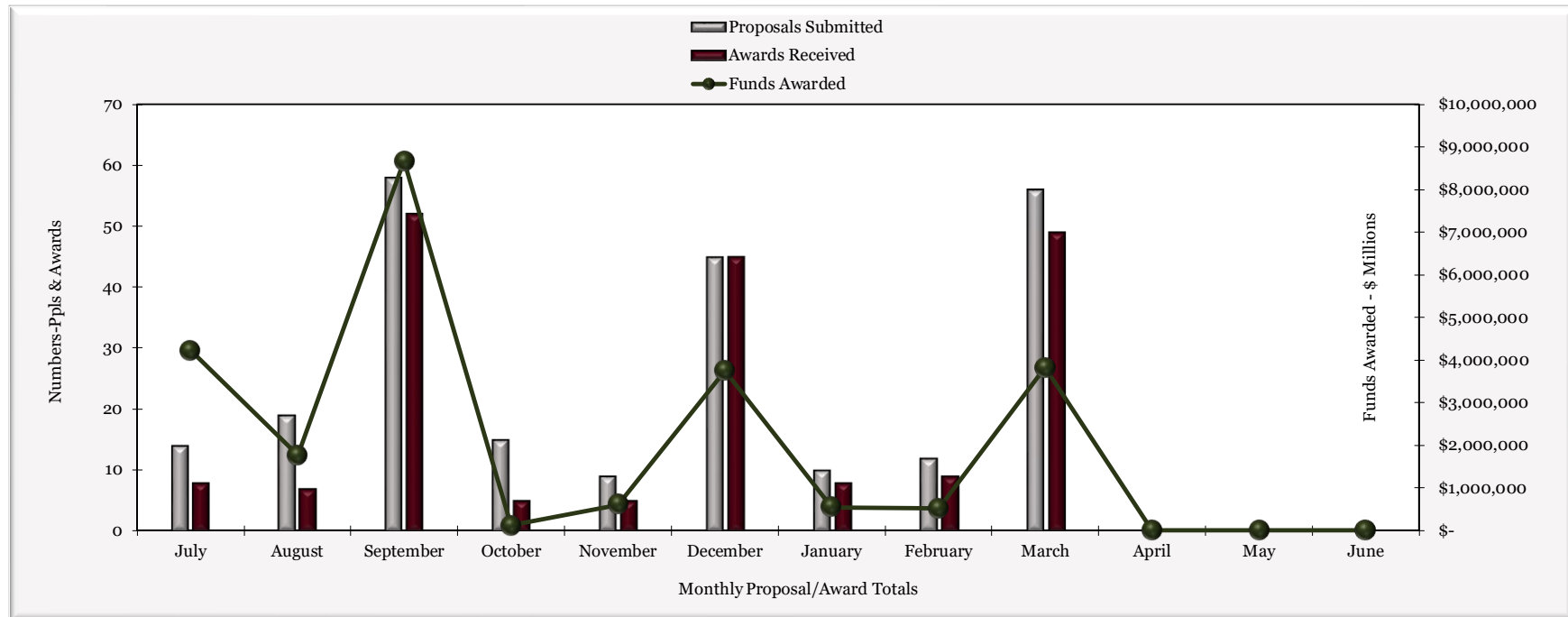
RESULTS

As of the end of March, the University submitted 238 proposals for support of university-based projects. To date, 188 awards have been received – some of which are from proposals submitted during the previous fiscal year. The commitment of funds to these grants and contracts to date is \$24.0 million. Some of these awards are for projects that extend over more than one year, but the full commitment for funds is allocated to the first year.

Key Indicators	Activity for FY 2026	% Change from FY 2025
Proposals Submitted	238	-7%
Funds Requested	\$34,809,584	-58%
Named Investigators	75	-28%
Grants & Contracts Awarded	188	-10%
Funds Awarded	\$24,026,042	-21%

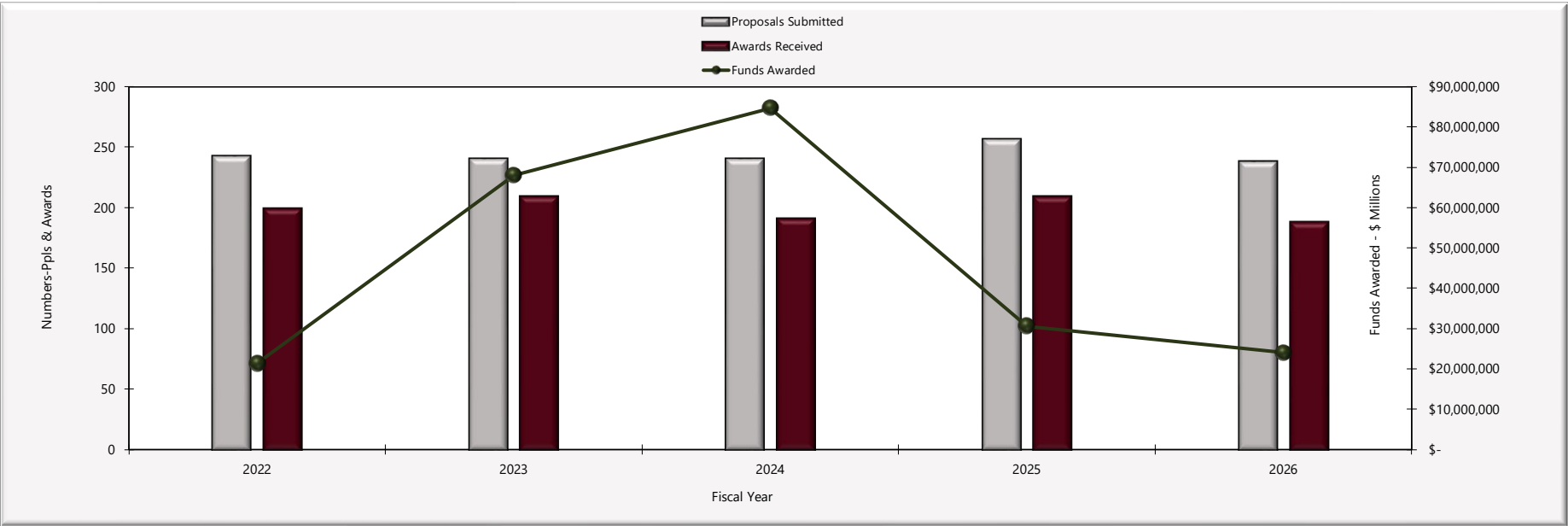
External funding activity so far in FY 2026:

Sponsored Program Activity FY 2025			
Month	Proposals Submitted	Awards Received	Funds Awarded
July	14	8	\$ 4,221,687
August	19	7	\$ 1,764,746
September	58	52	\$ 8,671,188
October	15	5	\$ 119,770
November	9	5	\$ 608,125
December	45	45	\$ 3,750,602
January	10	8	\$ 545,607
February	12	9	\$ 518,812
March	56	49	\$ 3,825,505
April	0	0	\$ -
May	0	0	\$ -
June	0	0	\$ -
Total	238	188	\$ 24,026,042



A comparison of activity over the last five years:

Cumulative Sponsored Program Activity Through the Month of March (FY 2022 - FY 2026)										
Fiscal Year	Proposals Submitted	Number of Awards							\$Millions	
		Education Training	Equipment	Facilities	Research	Service	Sustainability	Ttl Awds	Requested	Awarded
2022	242	28	1	0	29	10	0	199	\$ 43,288,183	\$ 21,350,913
2023	240	36	1	4	27	138	0	209	\$ 69,589,009	\$ 67,958,580
2024	240	33	0	4	32	122	0	191	\$ 68,040,731	\$ 84,616,160
2025	256	30	1	2	37	135	4	209	\$ 82,185,371	\$ 30,591,341
2026	238	22	1	0	24	136	1	188	\$ 34,809,584	\$ 24,026,042



Grant and contract activity for FY 2026, through March:

Missouri State University FY 26 Grant/Contract Activity by Unit										
Unit	# Applying		# Awarded		Credit Share*			Actual**		
	Staff	Faculty	Staff	Faculty	# Submitted	# Awarded	\$ Awarded	# Submitted	# Awarded	\$ Awarded
ADMIN - Administrative Services	1	0	0	0	1	0	\$ -	1	0	\$ -
CGP -Community & Global Partnerships	5	0	4	0	28	17	\$ 2,555,522	28	17	\$ 2,555,522
CASE - Center for Applied Science & Engineering	1	0	3	0	3	8	\$ 608,011	3	5	\$ 608,011
CBED - Center for Business & Economic Development	3	0	2	0	8	7	\$ 583,326	7	6	\$ 520,826
ILTC - International Leadership & Training Center	1	0	1	0	3	3	\$ 1,430,910	3	3	\$ 1,430,910
JVIC - Jordan Valley Innovation Center	1	0	1	0	7	7	\$ 5,949,011	7	7	\$ 5,949,011
SBDC - Small Business Development Center	1	0	1	0	4	4	\$ 141,363	4	4	\$ 141,363
CNAS - College of Natural & Applied Sciences	1	33	0	16	52	26	\$ 2,147,720	45	25	\$ 2,280,886
BSFS - Bull Shoals Field Station	0	1	0	0	1	1	\$ 765	1	1	\$ 765
CRPM - Center for Resource Planning & Management	1	0	1	0	2	3	\$ 592,138	2	4	\$ 596,012
OEWR - Ozark Environmental Water Research Institute	2	0	3	0	8	10	\$ 602,849	7	8	\$ 598,975
COB - College of Business	1	5	0	1	6	1	\$ 5,000	3	1	\$ 5,000
C-PRIME - Center for Project Innovation & Management Education	0	0	0	0	0	0	\$ -	0	0	\$ -
COE - College of Education	1	6	1	6	18	18	\$ 1,321,277	16	16	\$ 1,280,423
ATLL - Agency for Teaching, Leading and Learning	1	0	1	0	6	6	\$ 3,142,616	6	6	\$ 3,142,616
CRE - Center for Rural Education	0	2	0	1	4	1	\$ 10,000	3	1	\$ 10,000
ISI - Institute for School Improvement	0	0	0	0	0	0	\$ -	0	0	\$ -
DCOAG - William H. Darr College of Agriculture	0	3	0	1	16	13	\$ 71,412	16	13	\$ 71,412
CGB - Center for Grapevine Biotechnology	0	4	1	1	8	2	\$ 49,994	5	1	\$ 49,994
MVEC - Mid-America Viticulture & Enology Center	0	0	1	1	0	2	\$ 27,460	0	1	\$ 27,460
EVP - Office of the Executive Vice President	0	0	0	0	0	0	\$ -	0	0	\$ -
GRAD - Graduate College	0	1	0	1	2	1	\$ 91,705	1	1	\$ 183,409
INFO - Information Services	0	0	0	0	0	0	\$ -	0	0	\$ -
LIB - Libraries	0	0	0	0	0	0	\$ -	0	0	\$ -
MCHHS - McQueary College of Health & Human Services	3	11	3	6	26	18	\$ 1,838,425	25	20	\$ 2,160,938
AHEC - Southwest Missouri Area Health Education Center	1	0	1	0	7	6	\$ 167,350	7	6	\$ 167,350
OPHI - Ozarks Public Health Institute	1	1	1	1	8	7	\$ 507,703	8	7	\$ 466,567
RSTATS - RStats Institute	0	0	0	0	0	0	\$ -	0	0	\$ -
PRES - Office of the President	0	0	0	0	0	0	\$ -	0	0	\$ -
PROV - Office of theProvost	1	0	0	0	1	0	\$ -	1	0	\$ -
RCASH - Judith Enyeart Reynolds College of Arts, Social Sciences & Humanities	1	7	1	9	19	19	\$ 993,148	18	16	\$ 765,151
CAR - Berniece S. Warren Center for Archaeological Research	1	0	0	1	15	12	\$ 684,823	13	12	\$ 509,927
CDR - Center for Dispute Resolution	1	0	1	0	1	1	\$ 2,080	0	1	\$ 2,080
CWCCC - Center for Writing in College, Career & Community	0	1	0	1	1	1	\$ 20,000	1	1	\$ 20,000
SA - Student Affairs	0	0	1	0	0	1	\$ 304,589	0	1	\$ 304,589
CCE - Center for Community Engagement	1	0	1	0	2	1	\$ 3,000	2	1	\$ 3,000
WP - West Plains Campus	1	4	0	3	7	5	\$ 173,846	5	3	\$ 173,846
TOTAL	31	79	29	49	264	201	\$ 24,026,042	238	188	\$ 24,026,042

* **Credit Share** - divides the proposals/awards between the PI's, therefore proposals/awards may be reflected in the totals more than once.

** **Actual** - proposals/awards will only be shown in the originating unit.

Enrollment Management Report
Missouri State University
Board of Governors
June 26, 2026

Enrollment Update

Undergraduate – We continue to see flat enrollment in the first-year class. The University currently has 2,791 active deposits which is 29 behind this time last year for Fall 2025. International and out-of-state students comprise the bulk of the loss with low-income students also impacted. Given current federal policies for international students and the current economic factors, we do not anticipate making gains in these populations for the fall. For transfer enrollment, while we are early in the cycle, we are behind last year's pace. The University has 874 active deposits among transfers, which represents a decline of 44 students. As these students tend to also be more impacted by economic factors, this will continue to be a challenge.

The Admissions team is redoubling efforts on the transfer pool. Call campaigns, text-message outreach, and AI outreach are all underway. In addition, the Welcome Center is coordinating with the Academic Advising and Transfer Center to make it easier for students seeking to register to access advising appointments.

As previously reported, we revised the scholarship awarding process this year. This work has increased net tuition revenue among the first-year class. We've had a large increase in our test optional population first-year deposits as direct result of these changes. On the transfer side, our goal was to test the market aggressively with scholarships and institutional aid. We have seen students respond positively to the awards extended mirroring our first-year strategy. We made this investment to increase our transfer-friendly reputation and marketability with this student population. Because of the number of transfers accepting their awards, we have adjusted less competitive scholarships for this population to balance out the net tuition revenue for the fall with the first-year class.

Graduate – We continue to anticipate overall Graduate College enrollment to decline in the 2026 – 2027 academic year. Egon Heidendal, Associate Provost for Institutional Effectiveness, has projected a headcount loss between 15 – 19%. Enrollment Management designed a discounting strategy for under-enrolled programs and is assisting the Graduate College in identifying students and doing marketing and outreach to alumni and former graduate students to assist in increasing fall enrollment. Johannes Strobel, Dean of the Graduate College, has identified programs with the Deans of the Colleges where we can entice new enrollment.

Updates from the Division's Offices

UG Admissions – In addition to the work mentioned above, the Admissions team has partnered with the Colleges to transform its Summer Showcase Programs. Instead of two legacy programs, Admissions now offers three Summer Visit Days, during which students meet with admissions, tour campus, and then participate in college and major-

specific experiences to enrich their engagement with faculty. The Admissions team is also highlighting local attractions and events in the communications for these events as well as travel tips to encourage students and families to spend the weekend in the Ozarks to build early connections with our region. These curated experiences offer a wonderful opportunity for students to connect with and learn more about their future college homes and our community.

Office of Student Financial Aid – Effective Summer 2026, the Office of Student Financial Aid implemented several policy and procedural updates to improve compliance with federal regulations and expand student access to financial aid. As part of new federal requirements in the One Big Beautiful Bill, the institution now requires undergraduate summer enrollment thresholds for full-time status 12 credit hours and half-time status enrollment to be 6 hours, while continuing to require at least 6 hours for federal loan eligibility. We have moved to Pell Grant Formula 1—replacing Formula 3—to maximize student benefit and modernized the institutional freeze date to expand eligibility and ensure regulatory alignment. The institution streamlined the Satisfactory Academic Progress (SAP) process by shifting reviews from each semester to an annual cycle and updating the policy accordingly. To prevent improper aid disbursement, the office is working with Admissions to create new post-baccalaureate student types to more accurately classify undergraduate students who already hold a bachelor's degree. In addition, the office updated federal verification procedures by revising identity verification forms, eliminating the Statement of Educational Purpose requirement, introducing virtual verification options, and streamlining family size and income verification to reduce unnecessary documentation burdens for students. Most recently, we are working with MIS and the Registrar's Office to automate additional processes as part of new federal directives.

New Office – Student Orientation, Advising, and Registration (SOAR) will join the Enrollment Management Division in September. In preparation, Dawn Medley and Jeremy Dickerson attended a SOAR session in June. As September approaches, they will establish working groups with colleagues from Student Affairs, Academic Affairs, and other units that will collectively plan orientation sessions going forward.

Adult Student Services – Jaime Ross has been leading the efforts to recruit Dual Credit students. She has done a phenomenal job improving relationships with local educators. She has also spent a good deal of time examining our model for revenue sharing both with the high schools that participate and with the Colleges offering their courses through Dual Credit. Her work ensures accurate and timely payments to our partners while ensuring accurate revenue tracking.

International Admissions – The team continues to support students as they attempt to secure Visas for fall enrollment. Their work has been focused on maintaining our overseas relationships despite restrictions for incoming students. New recruitment areas of focus are being set up as well as other possible sources of international student enrollment being identified.

Information Services Written Report for the Missouri State University Board of Governors
Jeff Coiner – Chief Information Officer

During the last academic year, the Information Services Division delivered significant advancements in enterprise systems, infrastructure modernization, student success technologies, and governance practices, while strengthening cross-institutional partnerships and supporting major strategic initiatives. These efforts collectively enhanced the university’s ability to operate efficiently, serve students effectively, and execute on long-term strategic goals.

Strategic Technology Delivery & Innovation

- Led development and rollout of ATLAS (Advising Toolkit for Learning & Academic Success), enabling improved student engagement, centralized data access, and enhanced support for student success initiatives.
- Supported adoption of EDSights texting platform to proactively identify and address student needs through targeted outreach.
- Implemented SPOL strategic planning software, enabling improved tracking and execution of the university’s “Igniting Opportunities” strategic plan.
- Implemented the Cornerstone Performance module, introducing new capabilities for employee performance evaluations.

Infrastructure Modernization & Operational Excellence

- Directed major infrastructure modernization efforts, including:
 - Completion of a new central network center in Cheek Hall and decommissioning of the legacy data center.
 - Implementation of Motorola Avigilon video management system with advanced analytics.
 - Enterprise-wide Windows 10 replacement initiative completed ahead of end-of-support deadline (multi-year effort).
- Successfully supported multiple campus construction and relocation projects (Cheek Hall, Blunt Hall, Meyer Library, and others), ensuring continuity of IT services.

Information Services Written Report for the Missouri State University Board of Governors
Jeff Coiner – Chief Information Officer

Institutional Collaboration & Strategic Partnerships

- Played a key role in the Alliance for Healthcare Education, coordinating with CoxHealth, OTC, SPS, and internal teams to deliver enabling technologies.
- Supported Athletics transition to Conference USA, including infrastructure and broadcast technology requirements for ESPN coverage.
- Advanced cross-functional collaboration with academic, administrative, and external stakeholders to align IT capabilities with institutional priorities.

Governance, Policy, and Security Leadership

- Led updates to core IT policies (email, privacy, acceptable use, and Information Assurance), improving clarity, alignment, and governance maturity.
- Continued mandatory cybersecurity awareness training as part of National Cybersecurity Awareness efforts, strengthening institutional risk posture.
- Initiated account lifecycle management and automation efforts, laying groundwork for improved security, efficiency, and user provisioning processes.

Organizational Leadership & Execution

- Successfully led teams through complex, multi-year initiatives and facility transitions, maintaining operational continuity under challenging conditions.
- Demonstrated strong planning and execution discipline across capital projects, enterprise systems, and strategic initiatives.
- Fostered a culture of collaboration and adaptability, with teams delivering high-impact outcomes despite space constraints and ongoing renovations.

Marketing and Communications Report

Missouri State University Board of Governors

June 2026

The Division of Marketing and Communications continues to support implementation of the *Igniting Opportunity* strategic plan through work that advances enrollment, university advancement, brand consistency, public affairs, student success, alumni engagement, institutional reputation and community connection.

Since the May report, MarCom has completed the research phase of the brand refresh and finalized the division's strategic plan, aligning the division's work with university priorities and positioning the team for the next phase of implementation. The division is also preparing for its July move to campus, an important operational step that will support closer collaboration with university partners.

Across the division, recent work has supported high-priority institutional initiatives, including summer recruitment and yield efforts, advancement events and publications, strategic plan communications, faculty, staff and student storytelling, public relations, social media, digital marketing, video storytelling, web visibility and major website improvements.

The following updates summarize selected work completed or underway since the May board report.

Creative Services

Creative Services continues to support enrollment, advancement and institutional priorities through design, photography, brand management and production support. Enrollment-related work included recruitment and yield communications for academic interest outreach, Summer Visit Days, fall travel, junior search, shirt giveaways and related admissions efforts.

Advancement and alumni projects included the Smart Advancement Center grand opening materials, Rainn Wilson VIP experience materials, October alumni magazine planning and Advancements magazine planning.

Other university-wide marketing initiatives include photo and story coverage for the Today show broadcast along with John Goodman's visit, and promotional materials for the Missouri State Fair.

Strategic Communication

Strategic Communication continued reputation-building work through media relations, social media, digital marketing, internal communications and storytelling.

Recent work supported high-visibility institutional priorities and news, including the announcement of the new CNAS dean and the Smart Advancement Center gifts.

The team also continued work on the 2026 Mind's Eye research publication and related faculty storytelling. Through Missouri State Journal, Inside Missouri State and other channels, the team highlighted university expertise, student success, research impact, community engagement and the value of Missouri State's academic mission.

Social media and digital marketing work supported enrollment, engagement and institutional pride through content tied to commencement, SOAR, Summer Visit Days, Homecoming, Week of Welcome, campus life and alumni collaboration. Additional work supported Admissions, Fast Track, the College of Education, the College of Business and the McQueary College of Health and Human Services campaigns, while advancing strategic projects including the redesign of Inside Missouri State.

Video Marketing

Video Marketing supported enrollment, student engagement, advancement, public affairs and reputation-building priorities through short-form social content, event coverage, web video and feature storytelling.

The team finished the initial videos on I Love My UniverCity, a series focused on student life and experiences in the Springfield area. They also created a short web and social video to promote Homecoming 2026.

Student-focused storytelling and experiences remain a priority. The team continued Campus Questions with President Williams and Mo State Mic'd Up, with a particularly touching episode with fall graduates where the question was, "What are you most proud of from your time as a Bear?" The team also supported one of the most exciting events of the year by capturing footage during all three commencement ceremonies.

Academic and community storytelling included work for the MCHHS Collaborative Care Clinic, Doctor of Physical Therapy and Doctor of Occupational Therapy students and graduates. Work also continues on the Strong Hall studio, including lighting, electrical and studio-space planning, as the team prepares for its move to that space at the end of July.

Web Strategy and Development

Web Strategy and Development continued work supporting enrollment, academics, search visibility, brand governance and university web priorities.

The team continued development of the redesigned search experience for undergraduate and graduate programs, including user experience design, database development and back-end work. The Graduate College is reviewing project components, with additional reviews planned with the Office of the Provost and Enrollment Management. The new experience will make programs easier to find, improve visibility and support enrollment and strategic priorities.

The team also continued preparing for the brand refresh through webpage and file cleanup, pattern library development and PDF remediation. Planning for the website redesign is underway and

includes user experience, visual design, front-end development, back-end development and implementation.

Operational and governance improvements are also moving forward. More comprehensive, mandatory CMS editor training will be offered at the beginning of both the fall and spring semesters.

The team continues to strengthen Missouri State's visibility in AI-assisted search, with 4,300 mentions and 3,600 cited pages across ChatGPT, Google AI Overview, AI Mode and Gemini. This indicates that Missouri State content is being discovered and referenced more often in emerging search environments, which will increasingly influence how prospective students, families and other audiences find information.

Significant web projects included new websites, redesigns and updates for Alumni, the Foundation, the Academic Advising and Transfer Center, Bear CLAW, Missouri State Wellness, the State Fair and Tuition and Fees.

Collectively, this work reflects MarCom's continued shift toward more integrated, strategic support for enrollment, reputation, brand consistency and institutional priorities.

Student Affairs Report

Missouri State University Board of Governors

June 26, 2026

The Division of Student Affairs' mission is to support student success, foster student engagement, inspire a commitment to public affairs, and instill pride and tradition. Highlights since the last Board Meeting in May include:

Dean of Students Areas:

Behavioral Intervention Team/ Case Management Services

- Since our last report in April, the **Behavioral Intervention Team (BIT)** has supported an additional 86 students. Over the course of the 25-26 Academic Year, BIT has supported 1,220 students. This is a 16% increase from the 24-25 Academic Year. Of these students, 701 were evaluated at a Mild risk rating, 483 Moderate risk rating, 117 Elevated risk rating, and 44 critical risk rating based on our objective standards from the NABITA Risk Rubric.
- Throughout AY2526, the **BIT** helped 459 students navigate through a mental health concern, 418 through an academic concern, 227 through medical concerns, 130 through forms of grief, along with 65 other individual concerns that students experienced.
- **BIT** received 210 student referrals this year, a 40% increase from last academic year.

Office of Student Conduct

- The reporting cycle for the Office of Student Conduct database system (Maxient) runs August 1 – July 31. As of June 5, 2026, our reporting numbers for the 2025/2026 academic year are:
 - Conducted 59 investigation meetings
 - Sent 209 parking warning letters
 - Sent 78 smell of marijuana warning letters
 - Held 626 conduct meetings, 8 formal hearings, and 6 Student Org conduct meetings
 - Worked with 1260 unique individual cases
 - 2526 letters were sent via our student conduct database system (Maxient)
 - 23 appeals received and processed

Orientation and Transition Programs

- Training for our 42 **SOAR Leaders** officially began on May 20th, 2026. Training sessions included but were not limited to working with advisors, creating trial schedules, working with families (including FERPA training), and team building.
- **SOAR kicked off** on May 29th, 2026 and will continue through the end of July.
- SOAR staff are working with Dr. Jeff Foster to collect data from our incoming students and family members about their expectations for college, their concerns, and their excitement. The results are used by our SOAR Leaders, advisors and communications sent to families throughout the year to provide resources and improve student retention. The results are also used by financial aid, housing and in our GEP classes.

Family Programs

- **Family Programs** is partnering with Athletics for Family Weekend 2026 registration. This partnership will offer a very smooth process for our family members ordering tickets.

Counseling Center

- The **Counseling Center** ended spring semester having provided over 3000 direct sessions (counseling/case management) to students. It is the highest number in a spring semester that we can find historically. It also surpassed our Fall 25 numbers - which is uncommon in past trends (if ever). No waitlist. This was due to expanding our clinical training program and, thus, our clinical capacity.

- The **Counseling Center** is onboarding new trainees this summer, meaning we will be ready to serve students sooner in the fall. We have five clinical GAs and two additional part-time trainees on staff as of now for the fall semester.
- The **Counseling Center's** outreach numbers were also up last year, with a focus on partnering across campus and building/bridging relationships with staff, faculty and others in order to reach more students. In total, the Counseling Center provided nearly 500 hours of outreach and connected with nearly 5000 individuals through those efforts.

Career Center

- The Career Center conducted 1,475 student appointments in 2025-2026
- The Career Center reviewed 3,072 resumes during 2025-2026

Veteran Student Services

- Hosted the **Missouri National Guard** on April 27, 2026, to assist students with applying for Federal Tuition Assistance (FTA) and State Tuition Assistance (STA) for the summer and fall terms
- Celebrated the **graduation of 85 student veterans** who received their diplomas on May 8, 2026
- Established and facilitated a **collaborative network of professionals** from local institutions in the Springfield and Fort Leonard Wood region to discuss policies, procedures, events, and programs supporting military-connected students
- Cohosted, with Dean Dave Richards, a ceremony on June 4, 2026, honoring Bryce Lockwood of Strafford, Missouri, the only Marine survivor of the USS Liberty attack in international waters on June 8, 1967. Bryce Lockwood was presented a **proclamation signed by Governor Mike Kehoe** designating June 8, 2026, as USS Liberty Remembrance Day in recognition of Mr. Lockwood and the service and sacrifice of the USS Liberty crew.

Bookstore:

- **May Commencement (at the Bookstore & Team Store)** – We sent our graduates off with a final 20% discount on BearWear, souvenirs and grad frames on commencement day. In the bookstore we sold \$16,000 worth of merchandise, and at the Team Store in the Great Southern Bank Arena, sold an additional \$8,500.
- **Bookstore Annual Tent Sale** – From the end of April through early May, the bookstore held its annual tent sale event. Total clothing sales during this week were over 62k with discounts for the week totaling over 55k for our customers. Discounts started at 50% off and ended the week at 75% off.
- **Bookstore FY Inventory season** – From May 12 thru May 22, the bookstore team was able to complete inventory at all 9 of our store locations with minimal interruption to normal business. We closed the convenience stores for the week of May 11 and then completed the other 6 locations the week of May 18. Overall, the shrink was in line with expectations, under industry standards, and all locations that are normally open for the summer were open by May 26, right after the holiday weekend.

Campus Recreation:

- As of May, **Camp Claw** Summer 2026 has reached record enrollment, with 506 campers registered across seven weeks, generating approximately \$117,150 in revenue through camp registrations, extended care, and junior counselor participation. July sessions are nearing capacity and continue to demonstrate strong community demand.
- Major **facility infrastructure projects** are underway at the Foster Recreation Center, including heat exchanger work, pool filtration maintenance, and assessment of critical pool chemicals and mechanical room systems to address corrosion and ventilation.

Magers Health and Wellness Center:

- Welcome a new **Pharmacy Technician**, Bridget Bailey. Bridget started as a MSU student worker learning the ropes of the pharmacy. She loves MSU and wanted to start her career in the pharmacy industry as she plans her next educational goals.
- Held another super successful signature event, **De-Stress Fest** for faculty, staff and students. These mini massages are offered on study day to provide an opportunity to relax while wrapping up the semester. We had nearly 80 participants.
- **Magers Pharmacy went cashless.** After careful evaluation, the decision was to remove cash as an option. The overall impact was negligible, outweighing the operational risk of continuing to offer cash as an option.

Plaster Student Union:

- **The Plaster Student Union** has completed several projects to update the facility. The **ballroom carpet** has been replaced, as well as the **audio/visual components** in both the ballroom and the Parliamentary room.

Office of Student Engagement

- Over 130 **student organizations** have completed their re-registration process allowing them early access to utilize their SOFAC funding and assuring them a space at Student Organization Festival.
- Planning for **Week of Welcome activities** is well underway. In addition to several events that have historically been on the schedule (i.e. Bear Bash, Student Organization Festival), several new events have been added to schedule to increase opportunities for students to engage with one another. Newly added this year are Back to School Splash (an event hosted in the Foster Recreation Center) and a Movie Night at the Football Stadium.

Center for Community Engagement

- The **Bear Pantry** finished the academic year with over 11,000 visits, up 38% from last year, that served 1,220 households. Over 71,000 pounds of food was distributed, which was an increase up 23% from last year.

Residence Life, Housing and Dining Services:

- Multiple facility upgrade **projects** are underway and moving along nicely including updating the three elevators in Hammons House, upgrading ventilation in the Blair-Shannon Dining Center. Projects to paint and repair the ledged and end walls for Freddy and Blair-Shannon are nearing completion.
- 3,347 students have completed **housing contracts** for the 26-27 academic year. This is down 4.37% from the same time last year. 3,227 students who have completed housing applications have received a housing assignment.

Student Support and Opportunity Services:

Access & Success Programs

- In the spring semester, the office of **Access & Success Programs** supported 411 students, with an average GPA of 3.30. 175 students (43%) made the Dean's List, and we celebrated 48 students who graduated with a bachelor's degree.
- **Bears Lead**, in collaboration with the Office of Education Abroad, took 8 students to Merida, Mexico, for a 2-week study abroad trip. This trip was designed for first-generation, Pell-eligible students and first-time travelers to receive high support as they learned travel basics, how to navigate the airport, and, for some, even flew for the first time. The trip dates were May 17th - May 30th, which included various academic lessons taught at the University of Anahuac Mayab campus as well as excursions/trips that aligned with what they learned in the classroom. Students were learning about cultural competence and Mayan and Yucatan history of Mexico. Students were able

to visit historical sites such as cenotes, Uxmal (a historical Mayan site), hacienda, local museums featuring Mayan history, and even met with some locals while eating traditional foods.

Public Affairs Support

- The 2026 **Public Affairs Conference** schedule has been uploaded to the conference website. <https://publicaffairs.missouristate.edu/2026/>
- The office of public affairs support appreciates the Foundation for providing the keynote speaker for the conference, Rainn Wilson. Rainn is best known for his role in sitcom, The Office.

Student Resource Center

- Our data indicates that students utilized the **Student Resource Center** for academic space 20% more than in previous years. The second most used resource is computer lab & free printing.
- Our assessment showed that students enjoyed participating in **Lunch & Learn Series** (78 percent *Strongly Agreed* that the program is enhancing their learning) while 80 percent shared, they would come to another session in the future.
- Since May, we have been preparing for the Fall, collecting applications (over 60 so far) for the **Leadership Institute**, planning Lunch & Learn Series, and crafting SRC monthly programming.

TRIO Upward Bound

- **TRIO Upward Bound** has been awarded \$45,000 for the 2027 Summer Academy by the Schneider Family Foundation
- In partnership with the Graduate College and Provost office, the university is pursuing the possibility of writing for a **McNair Scholars grant**. Nicholas Horne will be traveling to a grant writing workshop at the end of November to learn more.
- Summer 2026 was the largest attended Academy in TRIO history hosting 29 students on MSU campus. 14 students are enrolled in a dual credit course over the summer.
- Progress is being made with Leadership Springfield to develop a 6-module curriculum focusing on job and labor markets, workforce development and talent retention. Courses will launch in the fall of 2026.
- Starting Fall 2026 the current TRIO Upward Bound Program will be entering into its last year of the grant cycle. Rewriting for renewal is already underway.

Respectfully submitted by,



Dr. Dee Siscoe,
Vice President for Student Affairs

XIV.A.

MISSOURI STATE UNIVERSITY

BOARD RESOLUTION

ADMINISTRATION NO. 61-26
Approval of the 2027 Meeting
Schedule of Missouri State
University Board of Governors

WHEREAS, the Bylaws of the Board of Governors provide that the Board may establish a regular meeting schedule as it deems appropriate; and

WHEREAS, the Board of Governors has requested a schedule, when possible, of having the Board Committees meet in the afternoon or morning prior to the regular Board meeting.

THEREFORE, BE IT RESOLVED that the Board of Governors for Missouri State University approve the attached schedule of meetings for calendar year 2027.

Melissa Gourley
Board Chair

Passed at meeting of
June 26, 2026

Rowena Stone
Secretary to the Board

**MISSOURI STATE UNIVERSITY
BOARD OF GOVERNORS
2027 MEETING SCHEDULE**

Date	Time	Location	Notes
Friday, February 19	8:30 a.m.	Springfield	Board Committee meetings held the afternoon before.
Thursday, May 13	1:00 p.m.	Springfield	Board Committee meetings held earlier in the morning. Commencement ceremonies on May 14 in Springfield and May 15 in West Plains.
Friday, June 25	8:30 a.m.	West Plains	Board Committee meetings held the afternoon before.
Thursday and Friday, August 5-6	8/5 – 1:00 p.m. 8/6 – 8:30 a.m.	TBA	Two-day retreat.
Friday, October 22	8:30 a.m.	Springfield	Board Committee meetings held the afternoon before.
Thursday, December 16	1:00 p.m.	Springfield	Board Committee meetings held earlier in the morning. Commencement ceremonies on December 17.

**MISSOURI STATE UNIVERSITY
BOARD OF GOVERNORS EXECUTIVE COMMITTEE
2027 MEETING SCHEDULE**

Date	Time	Location
Wednesday, January 20	4:00 p.m.	Zoom webinar
Wednesday, March 17	4:00 p.m.	Zoom webinar
Wednesday, April 21	4:00 p.m.	Zoom webinar
Wednesday, July 21	4:00 p.m.	Zoom webinar
Wednesday, September 15	4:00 p.m.	Zoom webinar
Wednesday, November 17	4:00 p.m.	Zoom webinar

Executive Committee meetings are scheduled for months when no regular Board of Governors meeting is scheduled. If there are no action items needing immediate approval, Executive Committee meetings may be canceled.

XV.

BE IT RESOLVED by the Board of Governors for Missouri State University that a closed meeting, with closed records and closed vote, be held during a recess of this regular meeting of the Board of Governors to consider items pursuant to the [revised statutes of the State of Missouri 610.021](#):

- A. R.S.Mo. 610.021(1). “Legal actions, causes of action, or litigation involving a public governmental body...”
- B. R.S.Mo. 610.021(2). “Leasing, purchase or sale of real estate by a public governmental body...”
- C. R.S.Mo. 610.021(3). “Hiring, firing, disciplining or promoting of particular employees by a public governmental body...”
- D. R.S.Mo. 610.021(6). “Scholastic probation, expulsion, or graduation of identifiable individuals...”
- E. R.S.Mo. 610.021(9). “Preparation, including any discussions or work product, on behalf of a public governmental body or its representatives for negotiations with employee groups;”
- F. R.S. Mo. 610.021(11) and (12). “Specifications for competitive bidding...;” and “Sealed bids and related documents...;”
- G. R.S.Mo. 610.021(13). “Individually identifiable personnel records, performance ratings or records pertaining to employees or applicants for employment...;”
- H. R.S.Mo. 610.021(14). “Records which are protected from disclosure by law;” and
- I. R.S.Mo. 610.021(18). “Confidential or privileged communications between a public governmental body and its auditor,...”