

3. ACADEMIC PERSONNEL POLICIES

3.1. ACADEMIC RESPONSIBILITIES, ETHICS, AND FREEDOM

A faculty member at Missouri State University assumes responsibility for teaching, scholarship, research, creative activity, 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, as well as implementation of a system of tenure.

In developing a statement of faculty responsibilities and ethical standards, Missouri State University subscribes to the belief, long held by the learned professions, that self-regulation is preferable to any externally imposed discipline.

In a University faculty it is, therefore, desirable that the most stringent obligations be laid upon individual Professors that, so far as possible, any serious breach of duties be judged by colleagues who are well acquainted with the problems and practices of a specialized field. Only in cases of the most serious violations of professional responsibilities shall the academic profession regulate itself by calling upon a group representative of the whole faculty to deal with faults that could have been avoided either by individual self-control or by departmental discipline as specified in the PPRP process of grievance (Refer to Section 14).

3.1.1. RESPONSIBILITIES AND ETHICS

The University, recognizing that faculty responsibilities in the development of citizen scholars are grounded in ethical standards, endorses the following edited statement by the American Association of University Professors (1987):

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 disciplines is to seek and to state the truth as they see it. To this end they devote their energies to developing and improving scholarly competence. They accept the obligation to exercise critical self-discipline and judgment in using, extending, and transmitting knowledge. They practice intellectual honesty. Although they may follow subsidiary interests, these interests must never seriously hamper or compromise freedom of inquiry.

As teachers, Professors encourage the free pursuit of learning in their students. They hold before them the best scholarly standards for their discipline. They demonstrate respect for students as individuals, and adhere to their proper role as intellectual guide and counselor. They make every reasonable effort to foster honest academic conduct and to assure that the evaluation of students reflects their true merit. They respect the confidential nature of the relationship between Professor and student. They avoid any exploitation of students for their private advantage and acknowledge significant assistance from them. They protect students' academic freedom.

As colleagues, Professors have obligations that derive from common membership in the community of scholars. They respect and defend the free inquiry of associates. In the exchange of criticism and ideas they show due respect for the opinion of others. They acknowledge academic debts and strive to be objective in the professional judgment of colleagues. They accept their share of faculty responsibilities for the governance of the institution.

As members of their institution, Professors seek above all to be effective teachers and scholars.

Although they observe the stated regulations of the institution, provided they do not contravene academic freedom, they maintain the right to criticize and seek revision. Professors determine the amount and character of the work they do outside the institution with due regard to their paramount responsibilities within it. When considering the interruption or termination of service, Professors recognize the effect of their decision upon the program of the institution and give due notice of their intentions.

As members of a community, Professors have the rights and obligations of citizens. They measure the urgency of these obligations in the light of their responsibilities to their subject, to their students, to their profession, and to their institution. When they speak or act as private persons, they avoid creating the impression that they speak or act for their college or university. As citizens engaged in a profession that depends upon freedom for its health and integrity, Professors have a particular obligation to promote conditions of free inquiry and to further public understanding of academic freedom.

Each faculty member is responsible for his or her own ethical conduct. There is both individual and collegial assurance that strong ethical standards are enacted and followed. However, if an individual commits a serious breach of professional conduct and fails to meet his or her responsibilities, a process is in place for peer faculty review. Refer to Section 14 of this handbook.

Intellectual honesty is necessary in the performance of faculty responsibilities and requires the avoidance of fabricating, falsifying, and plagiarizing research results.

A concise statement of generally accepted standards for research and publication appears in the Chicago Manual of Style, 15th edition, in the discussion of -Fair Use: Quoting Without Permission, Section 4.75 through 4.84. 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 scholarship, research, and creative activity 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, subject to the adequate performance of his or her academic duties.

Each faculty member is expected to conduct his or her assigned courses in a manner consistent with the course content and course credit as approved by the faculty, and consistent with the scheduled class meeting times. Within these constraints he or she is entitled to freedom in the classroom in developing and discussing subjects appropriate to the course.

Each faculty member is a citizen, a member of a learned profession, and an officer of an educational institution. When a faculty member speaks or writes as a citizen, he or she should be free from institutional censorship or discipline. As a person of learning and as an educational officer, he or she should remember, however, that the

public may judge one's profession and the institution by one's utterances. Hence the faculty member should strive to be accurate, to exercise appropriate restraint, to show respect for the opinions of others, and to indicate that he or she is not speaking for the institution.

Each faculty member has the right to criticize and seek alteration of institutional regulations and policies through legal and existing shared governance means.

The protection of academic freedom extends to all faculty members with full-time or part-time appointments in the University regardless of their rank, tenure status, or position title.

At Missouri State University, the roles of faculty cannot be separated from the responsibilities that are unique to the mission of the department. However, in no way will the negotiation of faculty roles within the department be construed to justify any intrusion into any individual faculty member's academic freedom, especially as that freedom pertains to the individual research and expression in the classroom.

Recognizing that academic freedom is not unlimited, and cognizant of the dangers to academic freedom that may arise from its misunderstanding and abuse, the University subscribes to the following principles defined in the Statement of Freedom and Responsibility approved on October 31, 1970, by the Council of the American Association of University Professors (p 135, 9th edition), with minor editorial revision:

Membership in the academic community imposes on students, faculty members, administrators, and trustees an obligation to respect the dignity of others, to acknowledge their right to express differing opinions, and to foster and defend intellectual honesty, freedom of inquiry and instruction, and free expression on and off the campus. The expression of dissent and the attempt to produce change, therefore, may not be carried out in ways which injure individuals or damage institutional facilities or disrupt the classes of teachers or colleagues. Speakers on campus must not only be protected from violence but must be given the opportunity to be heard. Those who seek to call attention to grievances must not do so in ways that significantly impede the functions of the institution.

Students are entitled to an atmosphere conducive to learning and to even-handed treatment in all aspects of the teacher-student relationship. Faculty members may not refuse to enroll or teach students on the grounds of their beliefs or the possible uses to which they may put the knowledge to be gained in the course.

Students should not be forced by the authority inherent in the instructional role to make particular personal choices as to political action or their own part in society. Evaluation of students and the award of credit must be based on academic performance professionally judged and not on matters irrelevant to that performance, whether personality, race, religion, degree of political activism, gender, or personal beliefs.

It is the teachers' mastery of their subject and their own scholarship which entitle them to the classroom and to freedom in the presentation of their subject. Thus, it is improper for Instructors to intrude materials which have no relation to the subject matter of the course as announced to their students and as approved by the faculty in its collective responsibility to the curriculum.

Because academic freedom has traditionally included the Instructors' full freedom as citizens, most faculty members face no insoluble conflicts between the claims of politics, social actions and conscience, on the one hand, and expectations of their students, colleagues, and institutions, on the other. If such conflicts become acute, and the Instructors' attention to their obligations as citizens and moral agents precludes the fulfillment of substantial academic obligations, they cannot escape the responsibility of that choice, but should either request a leave of absence or resign their academic

position.

3.2. DEFINITIONS

In this Faculty Handbook the following definitions are used:

Ranked faculty refers to 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].

Research refers to 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.

Service (when used to identify one of the three basic areas of faculty responsibility) means the contribution of a faculty member to the effective functioning of the University as an institution, to the effective functioning of professional and learned societies, and the contribution of professional expertise by a faculty member to the civic community. Service is defined more fully in Section 4 .2 .3.

Tenure means the status granted (after a probationary period, except as specified in Section 3.8.2) to a ranked faculty member protecting him or her from arbitrary dismissal. Tenure gives the faculty member the contractual right to be reemployed for succeeding academic years until he or she resigns, retires, is dismissed for cause, is separated pursuant to a reduction in force, or 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.

Terminal degree refers to 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.

Rank refers to the 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, also hold academic rank.

Unranked faculty refers to faculty in non-tenure track positions.

Tenure-track faculty refers to faculty members appointed to tenure-track positions that lead to tenure upon successful completion of a probationary period and to faculty who have been awarded tenure. Refer to Section 3.4 for tenure-track positions. Appointment to a position with academic rank is not synonymous with appointment to a tenure-track position.

Probationary faculty refers to faculty appointed for a stated term to a tenure-track position with provisions for review and renewal at the end of the appointment term and designed to lead to a tenure decision at the end of the probationary period. Notice of non-reappointment shall be provided according to Section 3.11.

Nonrenewal of contracts refers to a decision (a) not to offer Instructors and other non-tenured faculty or part-time faculty members a contract for a subsequent term, semester or year, or the denial of reappointment of probationary tenure track faculty or (b) the denial of tenure for such faculty members. The nonrenewal of such contracts is not the equivalent of "termination of employment."

Non-Tenure Track refers to faculty members appointed to positions that are not eligible for tenure consideration. Refer to Section 3.6 for non-tenure track positions.

Promotion refers to a progression within an appointment series (tenure-track, clinical, research, and instructor) following fulfillment of criteria and review as specified in departmental promotion documents, Greenwood documents, and the Faculty Handbook. Refer to Sections 3.4 and 3.6 for specific tenure-track and non-tenure track faculty appointments. Promotion is accompanied by an increase in base salary.

Years of academic service to Missouri State University means full-time academic years of service to Missouri State University. In computing years of academic service to Missouri State University, intersession and summer teaching shall not apply, nor shall time spent on educational leave apply. Time spent on sabbatical leave will apply in computing years of academic service to Missouri State University, as well as time spent on scholarly leave, e.g., Fulbright Fellowships or National Science Foundation Fellowships.

A fraction of a year of service (ordinarily resulting from initial appointment occurring in the middle of the academic year or from a one-semester leave of absence) shall count as zero in computing years of academic service for tenure or promotion eligibility and for determining the maximum length of the probationary period.

3.3. APPOINTMENT, RANK, AND TENURE

3.3.1. INTRODUCTION

The Board of Governors has the sole authority and responsibility to appoint, assign rank, promote, and grant tenure to the members of the University faculty. The President of the University, after consultation with appropriate members of the academic administration and faculty, shall make recommendations to the Board of Governors concerning these personnel decisions.

3.3.2. INITIAL APPOINTMENT CONTRACT 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 tenure, promotion, and tenure will be provided by the various colleges and departments.

The precise terms of every appointment shall be stated in the initial appointment contract letter. The conditions of appointment may vary in individual situations, but they must conform to policies stated in this Handbook. The conditions of employment for each faculty member including rank, salary, length of appointment, length of probationary period (including the last semester during which a tenure application can be made), credit for prior academic service or equivalent experience, terminal degree and tenure status, and position responsibilities and performance expectations shall be clearly stated in writing. New faculty will also be provided with a copy of the departmental tenure, promotion, and performance review guidelines in effect on the date of the hire. The criteria employed for tenure decisions will be those in the Faculty Handbook and in departmental guidelines at the time the initial appointment letter is given (see Section 4.8.7, Faculty and Department Head Procedural Agreement).

3.3.3. GENERAL CRITERIA

The criteria for tenure and promotion consist of training evidenced by academic degrees, experience, and achievement. Academic achievement involves teaching, scholarship, research, creative activity, and service. (Refer to Section 3.4 and Section 4.) Teaching is the prime responsibility of the University. For tenure and promotion to a

higher professional rank, evidence of effectiveness in teaching performance must be furnished. This evidence may take several forms. Student and peer evaluations are highly desirable.

Effective teaching requires continual application and effort. The teacher must keep abreast of new developments in his or her field and related fields. The teacher should be enthusiastic about the particular discipline and should be able to communicate this enthusiasm to the students, thus stimulating both the teacher and the students to greater achievement. The University prides itself on having exceptional teachers whose merit and contribution to the University earn them a well-deserved place of honor and respect in the institution. But this criterion alone does not serve as a basis for promotion and tenure.

Teaching is the most important responsibility of an institution of higher education. Its effectiveness must be reviewed and evaluated on a periodic basis by faculty and administration. Several approaches for assessing effectiveness are necessary for various reasons: (1) indicators of effective teaching vary among individuals and across disciplines, (2) some measures of effectiveness may be valid at one level of analysis and invalid at another, and (3) single methods of measuring effective teaching can be avoided by using an appropriate combination of approaches, permitting a comprehensive view of teaching.

Each department is responsible for preparing procedures for evaluating teaching effectiveness and for communicating these to each faculty member in the department. Departmental procedure should be appropriate to the type and nature of the teaching assignment. Procedures should be reviewed every three years by the department.

The evaluation procedures are to be based on the Faculty Handbook as supplemented by guidelines in other relevant University documents and should explicitly state the factors of teaching effectiveness that may be measured and how these are to be assessed. Departmental procedures should include student evaluations of instruction, but never as the sole means of the evaluation of teaching effectiveness. Other appropriate approaches should be included. (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.)

Departmental procedures are to be reviewed and approved by the College Dean and the Provost every three years.

At all levels of teaching evaluation, direct comparisons or rankings of faculty members between departments should be avoided.

If statistical data are used in assessing teaching effectiveness, some understanding of statistical analysis is expected of those doing the assessment. The use of small differences in quantitative measures, which are not statistically significant, should be avoided as a basis for differentiating teaching effectiveness.

In a university, scholarship, research, and creative activity serve several purposes. It is a contribution to the profession and to society. A teacher's accomplishments and contributions in this regard also bring vital recognition to the University as well as to the individual. The University exists to create, preserve, and transmit knowledge. The creative process – scholarly productivity – is an integral and indispensable part of the University as an educational institution. Consequently, it should be a consideration in all tenure and promotion decisions.

The standards for measuring research productivity cannot be applied uniformly throughout the University. In many disciplines the evidence for competence is research results submitted outside the institution for professional evaluation, review, and criticism. This constitutes peer review. Publication in refereed journals and in books is the most significant measure of research productivity. Publication in in-house media and non-refereed journals is also valued but does not qualify as peer review.

Competitive awards and grants are useful indices of an individual's success in obtaining recognition for research. Research production can also take the form of published reports, studies, and other materials. Participation in

professional conferences is another outlet for publicizing and testing the results of one's research.

In the creative and performing arts, peer review and recognition through exhibitions, concerts, prizes, and awards set a similar kind of standard to the kind of recognition another faculty member will achieve through publication in a prestigious journal.

Service is of several kinds. It includes serving productively on various committees from the departmental to the university level. It means participating in professional organizations and in public bodies, which is an important means of bringing prestige to the University and adding to the professional competence of the individual. It also includes providing professional expertise to business, industry, schools, community organizations, and colleagues in other University programs.

Professionalism and collegiality are essential to teaching, scholarship, research, creative activity, and service activities, and are evidenced in at least two important ways: maintaining high standards of professional ethics and performing as a responsible member of the University community.

This document contains University policy for matters related to appointment, the granting of tenure, and promotion. Advancement to each higher rank carries with it the expectation of a greater contribution to the University's mission in teaching, research, and service. Advancement also carries with it the expectation that the individual will accept responsibility for assuming the leadership roles upon which the concept of shared governance depends.

The University policies specified in this Faculty Handbook should be used in conjunction with departmental and college policies which may be more specific than those of the University but which must be consistent with the University policies.

Both tenure and promotion considerations involve mutual obligations. Faculty members must meet the requirements established by the department, college, and University. They must receive the approbation of their colleagues and appropriate administrative officers. The University must also fulfill its obligations.

3.4. REQUIREMENTS FOR APPOINTMENT, TENURE, AND PROMOTION OF TENURE-TRACK FACULTY

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

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

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

3.4.1. ASSISTANT PROFESSOR

Definition:

An academic rank of one who has demonstrated achievement or potential in the areas of teaching, research, and service appropriate to the discipline.

Basis of Appointment:

A terminal degree or equivalent as determined by appropriate department faculty with the approval of the Provost. In exceptional cases, individuals with doctoral course work complete and dissertation in progress (ABD) may be appointed with the stipulation that the degree must be completed within the first year of appointment to be specified in the contract letter. 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, peer-reviewed scholarship, research or creative activity, and service as defined in the Assistant Professor rank. (Refer to Sections 3 and 4 for criteria for promotion.) It is assumed that a faculty member hired as an assistant professor will concurrently seek tenure and promotion. Faculty hired before January 1, 2007, have the option of a six- or seven-year probation period.

Tenure:

Assistant Professors normally apply for tenure in their sixth year of probationary status at Missouri State Faculty hired with credit toward tenure will normally apply for tenure in the equivalent of their 6th year, e.g., faculty granted 2 years of credit toward tenure would normally apply during their fourth year of academic service at Missouri State.

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

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

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

Eligibility for Promotion:

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

Policy in Effect for Promotion:

Assistant professors applying for tenure and promotion concurrently have the option of using the promotion criteria in effect at the time of their hiring, or a more recent version. Tenured Assistant Professors applying for promotion have the option of using any promotion policy in effect since the time of their hiring provided that the policy was in effect within six years of the application for promotion. For instance, a policy in effect in Fall 2012 could be used for a promotion application in Fall 2018.

3.4.2. ASSOCIATE PROFESSOR

Definition:

An academic rank of one who has demonstrated a sustained record of effectiveness in teaching, peer-reviewed scholarship, research, or creative activity, and service appropriate to the discipline

Basis of Appointment:

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

Tenure:

Individuals who are promoted to the Associate Professor rank retain the same tenure eligibility which they had as Assistant Professors.

Individuals whose initial appointment is to the Associate Professor rank must apply for tenure by their fourth year of probationary status, excepting those circumstances where 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 2012 could be used for a promotion application in Fall 2019. Refer to Sections 3.4.3, 4.2-4.4, and 4.7.-4.8 for criteria for promotion.

3.4.3. PROFESSOR

Definition:

Professors are recognized leaders who have a cumulative record of teaching effectiveness, of peer-reviewed scholarship, research, or creative activity appropriate to the discipline, and of substantial service appropriate to the discipline.

Basis of Appointment:

(1) Promotion from the Associate Professor rank or (2) terminal degree and a minimum of 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.

Promotion:

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

3.4.4. *DISTINGUISHED PROFESSOR*

Definition:

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

Eligibility:

To be eligible for Distinguished Professor rank an individual must have 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; have a sustained record of excellence in both teaching and service.

3.5. RESEARCH FACULTY

Effective January 1, 2007, Research Faculty appointments shall be non-tenure track. Research Faculty who held tenure prior to January 1, 2007, shall retain their tenure status. A Research Faculty member with a probationary appointment prior to January 1, 2007, shall be eligible to apply for tenure as stated in his/her appointment letter.

3.6. NON-TENURE TRACK ACADEMIC POSITIONS

Persons who hold non-tenure track positions are given term appointments which 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 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 contractual term is solely within the discretion of the University. Non-tenure track faculty members are not eligible for tenure, educational leave, or sabbatical leave. With the exception of visiting Professors, time spent in a non-tenure track position does not count towards tenure eligibility if the individual later applies for and is appointed to a tenure-track faculty position. Non-tenure track faculty must be qualified by academic or practical experiences appropriate for the responsibilities assigned. A Master's degree or higher is preferred. All non-tenure track academic positions have the same right to academic freedom accorded tenure-track faculty.

3.6.1. *INSTRUCTOR*

An Instructor is appointed to teach full-time and to provide appropriate service, and may participate in research or creative activities. An Instructor may be appointed to an annual or to a multi-year term of up to five years. Contingent upon satisfactory performance reviews, educational needs and continued funding, the Instructor appointment is renewable without constraint of term limits. Instructors shall have earned a terminal degree or possess the degree required for teaching in specific disciplines, have potential or demonstrated teaching ability, and

a willingness to serve the academic unit, college, and University. 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. If an Instructor applies for and is appointed to a tenure-track position, the time spent as Instructor at Missouri State University will not count toward the probationary period for tenure and promotion. Instructors on 9-month contracts will receive salary compensation and benefits for 12 months.

3.6.2. SENIOR INSTRUCTOR

An Instructor who has demonstrated excellence in teaching and service at Missouri State University for at least five years (not necessarily consecutive) may be appointed as a Senior Instructor. Senior Instructors are expected to provide leadership in teaching, contribute to course and curriculum development and provide appropriate university service. Senior Instructors may participate in research or creative activities. A Senior Instructor shall be appointed to a specific term not to exceed five years and may be reappointed to one or more additional terms, contingent upon satisfactory performance reviews, educational needs and continued funding. A Senior Instructor who is reappointed will be reappointed at that rank. If a Senior Instructor applies for and is appointed to a tenure-track faculty position, the time spent as Senior Instructor at Missouri State University will not count toward the probationary period for tenure and promotion. Senior Instructors on 9-month appointments will receive salary compensation and benefits for 12-months.

3.6.3. VISITING FACULTY APPOINTMENTS

A Visiting Professor, Visiting Associate Professor, Visiting Assistant Professor or Visiting Instructor is an individual who possesses all of the qualifications to be appointed at that rank or who has held that rank at another institution. A Visiting Faculty member may be appointed to a specific term no longer than three years. If a Visiting Faculty member applies for and is appointed to a tenure-track faculty position, time spent as a Visiting Faculty member at Missouri State University may be counted toward the time required for tenure and promotion.

3.6.4. ARTIST-IN-RESIDENCE

The position of Artist-in-Residence is offered to outstanding professional artists who render a specified service to the University. This service can include lectures, performances, demonstrations, master classes, and consultations. Academic degrees are not essential to this position. An Artist-in-Residence is chosen on the basis of outstanding professional attainments, creative accomplishments, and recognition in his or her specified field. An Artist-in-Residence may be appointed for a specified term not to exceed five years and may be reappointed to one or more additional terms, contingent upon satisfactory performance reviews, educational needs of the department, and continued funding. If an Artist-in-Residence applies for and is appointed to a tenure-track faculty position, time spent as an Artist-in-Residence at Missouri State University may not be counted toward the time required for tenure and promotion.

3.6.5. PRACTITIONER-IN-RESIDENCE

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

3.6.6. EXECUTIVE-IN-RESIDENCE

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

3.6.7. ADJUNCT FACULTY

Adjunct Faculty are those individuals who offer educational experiences to students of the University but who have no contract with the University. The title is honorary, although the Adjunct Faculty member may receive an honorarium.

3.6.8. PER COURSE FACULTY

A per course faculty member is appointed on a semester basis and may teach no more than twelve credit hours during any 12-month period. Employment terminates automatically at the end of the appointment period. A per course faculty member who has any other type of employment at Missouri State University is also subject to an overall limitation of 1000-hours over any 12-month period and should contact the Office of Human Resources for clarification of restrictions. Per course faculty should possess a master's degree or the equivalent professional experience in a field determined acceptable by the Dean. Per course faculty members receive no retirement or insurance benefits. However, they may be allowed the use of Hammons Student Center, the Meyer Libraries, resources provided by Computer Services, and Taylor 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 reasonable effort should be made to meet the affirmative action policy. These positions require the recommendation of the Department Head and of the Dean, and approval by the Provost.

3.6.9. ACADEMIC AFFILIATE APPOINTMENTS

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

3.6.10. RESEARCH FACULTY

Research faculty are members of the faculty whose primary responsibilities are 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. Departments desiring to appoint Research Faculty shall develop

appropriate appointment, promotion and performance review criteria for each rank, which must be approved by the Dean of the College and the Provost. Evaluations of research faculty members will be based primarily upon research, with teaching and service accomplishments considered commensurate with assigned duties.

3.6.10.1. STATE FRUIT EXPERIMENT STATION RESEARCH FACULTY

State Fruit Experiment Station faculty members hold Research Faculty status with responsibilities in research, teaching, outreach and service. 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. A Research Faculty member with a probationary appointment prior to January 1, 2007, shall be eligible to apply for tenure as stated in his/her appointment letter.

3.6.10.2. RESEARCH FACULTY - RESEARCH CENTERS

Faculty members may be initially appointed to service in the research centers to conduct research which is partially or totally supported by outside funds. Such faculty members are designated as Research Associate, Assistant Research Professor, Associate Research Professor, or Research Professor. Qualifications for appointment must be commensurate with appointment to the tenure-track faculty. Research Faculty members have such rights, prerogatives, and benefits (e.g., sick leave, vacation, etc.) as are provided in each individual contract. 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 not be counted toward the time required for tenure and promotion.

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

3.6.11. CLINICAL FACULTY

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

3.7. SPECIAL APPOINTMENTS

3.7.1. 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, publications, the arts, 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 10 years of service), (2) and retirement status or disability status at Missouri State University. Emeritus status awarded through affirmative vote of the faculty in the department in which the candidate holds appointment and by favorable administrative action. The candidate shall be informed in writing in a timely manner of non-approval at any stage of the review process. Emeritus faculty, who will be listed as such in the University Catalog, shall be entitled to all benefits provided to University retirees (Refer to Section 15.2) 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. When this benefit is assigned to an eligible dependent child, that child may receive up to 12 credit hours per academic year, the same benefit provided to active faculty employees' children.

3.7.1.1. 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.

3.7.2. JOINT APPOINTMENTS

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

3.7.3. 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 department of the faculty member and to the granting unit. Associate faculty appointments may be initiated by the granting unit for a specified period but require approval of the faculty member's Department Head, the appropriate College Dean(s), and the Provost. A memorandum of

understanding (MOU) defining the objectives, time commitment of the Associate faculty and compensation terms must accompany the appointment. Ideally, the agreement would be in place at least three months in advance of the effective date of the appointment. Associate faculty appointments are by invitation only and are completely voluntary.

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

3.8. TENURE

3.8.1. GENERAL PHILOSOPHY

Universities exist to serve the common good. The primary responsibilities of the faculty at Missouri State University are teaching, research, and service. By accepting an appointment at this University, an individual assumes a responsibility to pursue scholarly activities in each of these areas. Such pursuits necessitate free inquiry, free expression, intellectual honesty, respect for the dignity and rights of others, and openness to change. The rights and responsibilities exercised within the academic community must be compatible with these characteristics.

Academic freedom is essential to the functioning of a university. It applies to teaching, research, and service and involves both faculty and students. The principle of academic freedom is designed to protect the faculty member's freedom to teach and to engage in research and service. It also protects the student's freedom to learn. Faculty members are responsible for providing students with the same kind of freedom which they claim for themselves; namely, the freedom to consider conflicting views and to make their own evaluation of data, evidence, and doctrines. Furthermore, faculty members have a responsibility to maintain an atmosphere conducive to intellectual inquiry and rational discussion (Refer to Section 3.1.2).

Tenure is a means to certain ends, specifically: (1) freedom of teaching and research, and service including extramural activities, and (2) a sufficient degree of economic security to make the profession attractive to men and women of ability. Academic freedom and economic security, hence tenure, are indispensable to the success of an institution in fulfilling its obligations to its students and to society.

These statements shall be applied in a manner which is consistent with the provisions of Sections 1 - 15 of this Faculty Handbook

3.8.2. 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 department, college, and University policies and procedures. The expectations for each individual are dependent upon the particular assignment. It is the responsibility of applicants of tenure to provide sufficient relevant documentation as evidence in support of their teaching, research, and service activities.

Tenure is based on a thorough evaluation of the candidate's total contribution to the University. While specific responsibilities of faculty members may vary because of special assignments or because of the particular mission of an academic unit, all evaluations for tenure shall address the manner in which each candidate has performed in teaching, research, and service. Basic competence in itself is not sufficient to justify granting tenure, for such competence is a prerequisite for the initial appointment. The decision to grant tenure is inherently and inescapably judgmental and is a deliberate action indicating the person has been selected as a member of the permanent faculty

because of demonstrated high-quality performance and relative merit.

Tenure will be granted only to faculty members who apply for tenure and are approved through normal procedures (Refer to Section 4). All initial appointment letters for individuals hired in tenure-track faculty positions will specify the last semester during which this tenure application can be made. If a tenure application is not made by a faculty member by this specified time, the individual forfeits all expectations to 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.

3.9. PRIOR SERVICE AND THE PROBATIONARY PERIOD

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

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

3.9.1. STOPPING THE TENURE CLOCK

Notwithstanding the above, the probationary period may be extended at the request of the faculty member for reason of medical condition or to accommodate important family care issues for a period not to exceed two additional years. Such extension requires the recommendation of the Department Head/School Director, Dean, and Provost.

3.9.2. TENURE UPON HIRE

An applicant for a position as associate or full Professor may be offered tenure as a condition of initial employment only under the following circumstances: (1) the possession of academic credentials reflecting exemplary teaching and service experience, as well as excellence in research, including nationally recognized peer-reviewed publications in the applicant's academic discipline, and (2) an affirmative vote of a majority of the tenured faculty in the affected department.

3.10. LOCUS OF TENURE

Tenure is awarded only by a formal vote of the Board of Governors. The locus of tenure is in the University. Assignment of tenured faculty will normally be to academic departments but tenured faculty may by consent be assigned to other professional duties. Tenure, once granted, remains in the University.

3.11. NON-REAPPOINTMENT OF TENURE-TRACK FACULTY DURING THE PROBATIONARY PERIOD

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

Notice of nonrenewal of contract, or of intention not to recommend renewal of contract, shall be given in writing by the Provost in accordance with the following standards:

1. Not later than March 1 of the first academic year of service, if the appointment expires at the end of that year; or if a one-year appointment terminates during an academic year, at least 90 calendar days in advance of its termination.
2. Not later than December 15 of the second academic year of service, if the appointment expires at the end of that year; or if an initial two-year appointment terminates during an academic year, at least 180 calendar days in advance of its termination.
3. At least 365 calendar days before the expiration of an appointment after two or more academic years in the institution.
4. A probationary appointment will generally be renewed unless timely notice as described above is given. A lapse of the timely process will not be construed to the disadvantage of a faculty member (e.g., the probationary period could be extended for one year), except that in no such case will the probationary period be extended beyond nine years. Tenure does not occur de facto. Note also Section 3.8 .2 and 3.9.1.

3.12. GRADUATE FACULTY

Faculty members holding an earned terminal degree appropriate to the graduate program mission, and with recognized competence in an area of specialization appropriate to graduate study at the University, may be accepted as a member of the graduate faculty upon a three-fourths majority favorable vote of the Graduate Council. Potential members of the graduate faculty are to be supported by a majority of graduate faculty in their department and approved by their Department Head and appropriate college Dean before being presented to the Graduate Council for approval. Members of the graduate faculty shall be competent in graduate instruction and the direction of scholarship, research, and creative activity, clinical or applied practice appropriate to the educational goals of a particular graduate program, and they shall be engaged in scholarship, research, or creative activity, clinical or applied practice appropriate to the faculty member's academic discipline.

Normally, the graduate faculty is composed of individuals who hold academic rank of Assistant Professor or higher in departments or programs that offer graduate degree programs or supporting graduate courses through the Graduate College. Faculty members without earned terminal degrees, but who are widely recognized as leaders in their academic disciplines, may be elected to be graduate faculty upon receiving a three-fourths majority favorable vote of the Graduate Council. The number of graduate faculty in this category is limited; at no time shall it be greater than a number equal to 15 percent of the total graduate faculty.

Each graduate faculty member must meet specified criteria to receive graduate faculty status as set forth by the Graduate Council. Specifically, research faculty designated to direct graduate student research projects must have a terminal degree in the discipline, a minimum of three scholarly publications (or equivalent) in hand, and gain an affirmative vote of approval by a majority of graduate faculty within the nominating department. Clinical faculty (or faculty who are hired because of their expertise in an applied area) needed to direct the clinical or applied training of graduate students must possess a graduate/professional degree in the discipline, have professional certification (if any), at least two years of relevant experience, and have an affirmative vote of approval by a majority of graduate faculty within the nominating department. Faculty in the visual and performing arts designated to direct graduate/artistic/performance projects must have a terminal degree within the discipline, demonstrate an established record of exhibition or performance (art shows, concerts, theatre productions, etc.), and gain an affirmative vote of approval by a majority of graduate faculty within the nominating department.

Recommendations for all faculty in research, clinical, applied, and performance areas must gain the majority vote of approval by the Graduate Council Membership Committee and be accepted by the Graduate Council. 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. Academic departments may require faculty within their department to meet criteria for graduate faculty status that are in addition to the criteria set by the Graduate Council. All departments must have current criteria for graduate faculty status. Such departmental criteria must be approved by the Graduate Council, and shall be on file with the Graduate College.

Upon receiving graduate faculty status, faculty members are entitled to teach 700-level and above courses, to serve as graduate program and research advisers, to serve as general graduate advisers, to serve on graduate faculty committees and graduate program advisory committees, to elect members to the Graduate Council, to serve on the Graduate Council, and to vote to approve or challenge actions of the Graduate Council. Under certain circumstances, an individual who has not been elected to the graduate faculty may be authorized by the Graduate Council to teach a specific 700 level or higher course if that individual's training and/or experience warrant Graduate faculty members shall receive reassigned teaching loads for graduate program advisement, research advisement, or thesis supervision.

The term of appointment to the graduate faculty is normally for an indefinite period. However, a member of the graduate faculty may be removed by a three-fourths majority vote of the Graduate Council following such recommendation by the Department Head and appropriate college Dean.