

**STATEMENT ON NONDISCRIMINATION**

“Faculty and staff of the School of Natural Resources are committed to cultural diversity and nondiscrimination toward all people with regards to race, color, religion, national and ethnic origin, ancestry, gender, age, disability, marital status, veteran status and sexual orientation.”

## **Computer Laboratory Use Policy**

The following computer room use policy has been adopted on a trial basis to assure maximum controlled use of these educational resources to students enrolled in our classes, yet maintain security in our laboratories.

1. The personal computers in ABNR 109 and 123 are for the primary use of faculty in The School of Natural Resources for instructional purposes in scheduled classes.
2. At times when no regularly scheduled class is occupying one of the rooms, other SNR classes may reserve one of the rooms for special class sessions related to specific class assignments, out-of-class assignments, and etc. on an as-needed basis.  
\*\*\* Please make reservations in 124 ABNR.
3. Graduate students with a research or teaching appointment and designated staff will be eligible to use ABNR 109 and 123 any time the labs are not scheduled for academic events (courses, short courses, workshops, etc).
4. Undergraduate students enrolled in SNR courses may be authorized to use ABNR 109 or 123 for designated periods if the instructor has made provisions to either be with the students on site or has assigned a graduate student, teaching assistant or staff to replace him/her in that responsibility.
5. ABNR 109 will be open to undergraduate students enrolled in courses or working with faculty on projects on Tuesday and Thursday from 5-8 p.m. during the semester, excluding holidays.
  - A person will be employed to proctor the lab during those periods. He/she will manage student access to the room, administer a sign-in and -out sheet, enforce proper behavior (no food, etc) and make sure the lab is opened at 5 p.m. and vacated and locked at 8 p.m.
  - Only students with pre-approved access will be admitted.
  - \* It is the professor's responsibility to provide a class roll identifying those specific students who will be using the laboratory for class projects. This process can be expedited by informing the SNR Academic Programs Office in 124 ABNR of the specific class; the office will make the class roll available to the laboratory proctor.
6. Custodial staff will not be expected to become involved, other than to be sure the labs are locked when empty. They will be fully informed of our policy.

Note: The School of Natural Resources reserves the right to revoke permission to gain access to any of its teaching laboratories upon violation of stated use policies, other than attendance during a regularly scheduled class in which an individual is enrolled.

## **Use of SNR Facilities**

With the exception of Conservation Hall (auditorium), the Anheuser-Busch Natural Resources Building has been designed, constructed and equipped to serve, in priority, the students, faculty and staff in the School of Natural Resources. Below are policies for building use. Attached Appendices provide detailed policies and procedures for each category of space.

*The Conservation Hall auditorium* is centrally scheduled. Procedures are in **Appendix I**.

*The Conference Rooms* are reserved for School meetings. If available, outside people can schedule their use, but the reservation won't be guaranteed until one week in advance. The conference rooms for outside people are not available after hours (6 p.m. on weekdays) or on weekends. **Appendix II**.

*Teaching laboratories* are equipped with instruments and setups to teach specific SNR courses. They are not available for regularly scheduled classes by outside departments. Computer labs (109 and 123) can be scheduled for workshops; however, there is a computer-use fee to help maintain the systems. **Appendix III**.

*The Student Reading Room* is available to students continuously from 6 a.m. until 6 p.m. on weekdays. It is not available after hours or on weekends for outside people. **Appendix IV**.

*The main east lobby* can be scheduled for use any time, but the entrance doors must be scheduled to be opened after hours and on weekends. **Appendix V**.

## *Appendix I*

### *Conservation Hall is a centrally scheduled auditorium.*

The School of Natural Resources does not provide audio-visual equipment, tables, furniture, computer specialists or any other services. The following will help you host a successful event.

If you need **equipment/furniture** contact Campus Facilities at 882-6561 or 882-3091.

If you need **audio-visual equipment or audio-visual training**, contact the Academic Support Center at 882-3601 and ask for the AV Department. They can also provide a use-guide for the equipment.

If you host a reception, you need to make the **catering arrangements**. You need to have tables available for catering and you *need to make arrangements to greet the caterers*. Receptions are to be held in the small southwest lobby near the auditorium.

Please refer to the back of the applicant's copy of the reservation form for more information or call **Registration (882-6794) or Business Services (882-7254) for other assistance**.

## *Appendix II*

### *Use of SNR Conference Rooms*

While conference rooms should not generally be used for formal classes, conference rooms on the second and third floors in ABNR are available for meetings and seminars and/or upper-level graduate classes taught in seminar format.

The first floor conference room is not available for scheduling seminars or classes but is available to the School for meetings.

All formal courses or seminars proposed by an instructor to be held in conference rooms must be scheduled through the Academic Programs Office.

SNR Faculty will receive preferential scheduling of conference rooms.

Non-SNR requests for all conference rooms will not be confirmed more than one week (seven days) in advance. Conference rooms are not available for Non-SNR use on the weekends.

*Appendix III*  
*School of Natural Resources Computer Use and Allocation Policy*

The computers in ABNR 109 and 123 were purchased with funds generated by The School of Natural Resources. Furthermore, The School of Natural Resources receives no financial support from the University or College to maintain or replace either the hardware or software components of these units. Hence it has been decided that under certain conditions these facilities may be made available for use by parties outside of The School of Natural Resources at a nominal and reasonable charge.

1. The personal computers in ABNR 109 and 123 are for the primary use of faculty in The School of Natural Resources for instructional purposes in scheduled classes. At times when no regularly scheduled class is occupying one of the rooms, other School of Natural Resources classes may reserve one of the rooms for special class sessions related to specific class assignments, out-of-class assignments, and etc. on an as-needed basis.
2. Entities outside of The School of Natural Resources may use the personal computer facilities in ABNR 109 and 123 for a nominal and reasonable fee.
  - X This fee shall be \$50 per unit per day.
  - X No use of one of the rooms by an outside entity may be scheduled at a time that will conflict with or otherwise displace a university course offered by a School of Natural Resources faculty member.
  - X The outside entity must be sponsored by a faculty member in The School of Natural Resources.
  - X Priority consideration shall be given to other academic units within the College of Agriculture, Food and Natural Resources, then those within the University of Missouri-Columbia, state agencies, federal agencies, and private organizations.
  - X The entity using School of Natural Resources computing facilities will be responsible for any repairs or replacement of software resulting from accidents or mis-use occurring during the time they are utilizing the facility.
  - X Requests to use School of Natural Resources computer facilities must be made in writing and should include the following information:
    - Individual/entity responsible
    - SNR faculty member who is responsible as a sponsor
    - Dates of proposed use
    - Times when rooms will be occupied
    - Number of machines needed; number of students involved
    - Software program(s) to be utilized
    - Name, address, phone number and e-mail address of instructor
    - Arrangements being made for breaks, meals, and etc.
    - Send request to:
      - The Associate Director of Academic Programs
      - The School of Natural Resources - 124 ABNR
      - University of Missouri-Columbia
      - Columbia, MO 65211

## **SNR Room Allocation Criteria:**

### **1. All teaching laboratories are reserved for exclusive use for SNR classes.**

First priority is given to classes utilizing the particular feature for which the laboratory was designed. Within this criterion, relative class size becomes the next consideration.

ABNR 114, 115, 120 and 121 have program-specific use designs. ABNR 114 also is a PRT research laboratory. Consequently, time slots for research activities are reserved each semester with PRT.

ABNR 109 and 123 do not have program-specific use designs.

ABNR 123 is the most heavily scheduled room in ABNR that we control because of its capacity, computers and layout.

ABNR 109 is scheduled on a regular basis for classes incorporating computer technology, but not needing a computer-equipped room at all times.

***Appendix IV***  
***Student Reading Room - 112***

The Academic Programs Office is responsible for scheduling the Student Reading Room for SNR student organization meetings after 5:00 pm.

- The office will maintain a calendar to record all requests.
  - To request the room, provide the following information:
    - Date of request
    - SNR student organization for which reservation is being made
    - Name, address and phone number of student making request
    - Responsible faculty member's name and address
- Estimated attendance (For safety reasons, a maximum of 50 people can occupy the room during the evening with the east hall door locked.)

On the day of the meeting a note will be posted to the custodians on the main hallway door (south entrance) that a meeting will be held and to please leave the main hallway door (south entrance) unlocked.

*Appendix V*  
*Use of the Lobby*

To schedule the main east lobby, contact Laura Conners at 882-7045 or [connersl@missouri.edu](mailto:connersl@missouri.edu).

Provide the following information:

Date of event

Time doors should be locked and unlocked

Person/department responsible for event (name, address and phone number)

**VERY IMPORTANT** - If you are making catering arrangements, you will also need to make arrangements for additional trash cans and custodial cleanup.

**DIRECTOR'S SUGGESTED GUIDELINES FOR FACULTY MENTORING**

SNR Faculty with salaried appointments in The School of Natural Resources should consider participation in the mentoring program described below.

**OBJECTIVE**

A mentoring program has been designed to facilitate long-term professional development and to provide support for SNR Faculty pursuing tenure at MU.

**PROCEDURE**

The School Director will provide current tenure/promotion guidelines to mentors and untenured faculty.

It is suggested that before the end of the second semester (or nine months) following initial appointment, each untenured faculty member should select two to three tenured SNR faculty to act as mentors. Upon notification, the Director will confirm their interest and commitment and with input from the untenured faculty member, will appoint one of the mentors to be chairperson. The chairperson should arrange meetings between the mentoring group and the untenured faculty member at least once per semester. The first meeting should occur before the first anniversary of the faculty member's appointment. Meetings should be used to (1) review accomplishments; (2) review responsibilities and activities; and (3) establish goals with a timetable for accomplishment. If obstacles exist, they should be discussed and solutions proposed. Recommendations to the Director are welcomed.

**EFFECTS**

The above voluntary mentoring procedure is suggested as a positive, constructive instrument. Mentoring should foster faculty accomplishments applicable to tenure/promotion.

Replaced by new policy Feb. 2012 – unable to locate updated file.

## GRADUATE PROGRAM STRUCTURE AND RESPONSIBILITIES

### BACKGROUND

The Graduate School recognizes the following degree programs in The School of Natural Resources (SNR):

|         |                               |
|---------|-------------------------------|
| MS, PhD | Fisheries and Wildlife        |
| MS, PhD | Forestry                      |
| MS      | Parks, Recreation & Tourism   |
| MS, PhD | Soil and Atmospheric Sciences |

### GRADUATE PROGRAM COMMITTEES

A Graduate Program Committee will be appointed by the department chair associated with each degree program (MS and PhD are considered as one degree program for this purpose). Each committee shall consist of at least three members of the Graduate Faculty of that program. For those programs offering the PhD, at least two members shall also be members of the MU Doctoral Faculty (regulations governing membership on the MU Graduate Faculty and Doctoral Faculty are provided in "The Graduate Faculty Senate Handbook"). The department chair will appoint one member of the committee to serve as Director of Graduate Studies.

The graduate program directors will constitute the SNR Graduate Executive Committee. One of the members of this committee will be appointed by the Director of SNR to serve as Coordinator of Graduate Studies.

### RESPONSIBILITIES OF THE GRADUATE PROGRAM COMMITTEE

The responsibilities of each program committee are the following:

- 1) approves or rejects (final action) applications for admittance to the graduate program after review by the program faculty (i.e., graduate faculty) as a whole (it should be noted that the minimum standards of admission for graduate study at MU are established by the Graduate School. These standards may be amended as desired by the appropriate SNR graduate program committee; however, they may not be reduced below those of the Graduate School.);
- 2) determines the mechanism by which budgeted experiment station funds for graduate research assistantships and graduate fellowships and scholarships are awarded;
- 3) initiates and reacts to appropriate policy changes and other issues such as admissions requirements, evaluation of test scores, graduate teaching requirements, etc.;

- 4) acts on other academic matters regarding individual students (e.g., probations, dismissals, etc.) brought before the committee; and
- 5) serves as the vehicle for election of program faculty to the appropriate sector of the Graduate Faculty Senate (regulations concerning membership on the Graduate Faculty Senate are provided in "The Graduate Faculty Senate Handbook").

#### RESPONSIBILITIES OF THE DIRECTOR OF GRADUATE STUDIES

The Director of Graduate Studies for each program has the following responsibilities:

- 1) serves as chair of the Graduate Program Committee;
- 2) coordinates communication with prospective students and advisors;
- 3) coordinates circulation of completed graduate student applications to the prospective advisor and other members of the graduate program faculty for approval;
- 4) transmits the recommendations of the program faculty to the Graduate Program Committee for final action;
- 5) communicates the actions of the Graduate Program Committee regarding assistantships, fellowships and scholarships to the Director of SNR;
- 6) communicates with the Graduate School as necessary;
- 7) coordinates the preparation of recruiting information and brochures; and
- 8) maintains graduate student records.

In addition to the above, the Director of Graduate Studies has the responsibility to insure that the procedures established for Doctoral Faculty membership (see policy on "Criteria for Doctoral Faculty Status") are followed. This includes notification of faculty about the following:

- 1) deadlines for application of appointment or renewal of appointment to the Doctoral Faculty;
- 2) collection of the appropriate materials for those applications; and
- 3) circulation of completed applications to the program Doctoral Faculty for approval.

#### RESPONSIBILITIES OF THE GRADUATE EXECUTIVE COMMITTEE

The committee shall meet as required to consider graduate issues that pertain to SNR as a whole. It will be the responsibility of the Coordinator of Graduate Studies to convene the committee and serve as its chair.

**USE OF UNIVERSITY COMPUTERS AT HOME AND  
GENERAL EQUIPMENT STORAGE AND USE**

It is appropriate for laptops to be taken home for evening or weekend use but University desktop computers should not become a home fixture. All replaced computers should be recirculated if they have value to anyone. Please work through the computer specialist on matters of this nature.

In general, uses, maintenance, security and storage of equipment are the responsibility of the faculty or staff member(s) to whom the equipment is assigned. Equipment shall be used only for instructional, research or other School related projects.

Use, maintenance and security of equipment housed at outlying areas shall be the responsibility of the area director or staff member designated by him.

All equipment housed in teaching laboratories shall, when not in use, be kept locked in cabinets or similar storage places. Instructors of courses using this equipment shall have the direct responsibility for its issuance, care and security.

## **VEHICLE USE AND MAINTENANCE**

University vehicles may be used for University business only. An employee, guest or student with a valid driver's license may operate a University vehicle if it benefits the University programmatic missions of the University. Vehicles purchased or donated to the School of Natural Resources (SNR) for School-wide use are managed by the SNR Director's Office. Departments and individual researchers have separate guidelines governing vehicle use under their respective jurisdictions. The Director of SNR shall appoint a staff member responsible for maintenance of School-wide use vehicles. The appointed staff member will also be responsible for maintaining a list of individuals who have completed passenger van safety training offered by the University.

Except under special circumstances, vehicles available for School-wide use shall be used for educational use only. Travel relating to research or extension activities should be made using personal cars or other institutional vehicles. The use of School-wide vehicles for purposes other than teaching, research or extension requires prior approval from the Director of SNR. Courses for which travel is an inherent part of coursework, extending over several class periods, shall have first priority for School-wide vehicle use. Courses where single or infrequent trips are made in connection with a course shall have second priority. Other authorized use shall have third priority.

Reservations for SNR School-wide use vehicles and the dates required should be made before a semester begins or as early as possible in advance of the planned use. Staff in the Director's Office is responsible for reserving the vehicles. The person who places the reservation and signs for the vehicle is responsible for the following:

1. Ensuring the Director's office has a copy of their driver's license on file.
2. Checking with the Director's staff to ensure that all drivers have completed passenger van safety training.
3. Obtaining keys from the SNR Director's Office on the day prior to the reservation at times specified by the SNR Director's Office.
4. Conducting a basic safety check of the vehicle prior to departing campus.
5. Using good judgment when operating the vehicle on roads where conditions may cause bodily injury to passengers and/or costly damage to the vehicle.
6. Returning the vehicle clean, with a fuel tank at least  $\frac{3}{4}$  full, and enter necessary information into vehicle log book.
7. Leaving the vehicle in the lot or garage to which it is assigned.
8. Returning the vehicle key to 103 ABNR Bldg. immediately after returning to campus.
9. Reporting any damage that may have occurred to the vehicle during use or mechanical issues that were observed.

### **WOOD WORKING SHOP**

The Director shall appoint a faculty member to assume responsibility for all matters pertaining to equipment use and safety of the wood working shop. This faculty member appointee may delegate a portion of this responsibility to a staff member to facilitate its operation.

The following policies govern shop use:

1. Prior permission for any activity is required from the faculty member appointee.
2. Use of any equipment is restricted to University related programs and personnel.
3. Only personnel who have demonstrated proficiency and received safety instruction shall be permitted use of power equipment.
4. The user is responsible for safety and appropriate use of equipment and the faculty or staff member in charge is authorized to prohibit use until adequate safety and equipment use measures are employed.
5. Needed repairs to tools and equipment should be reported immediately to the faculty appointee, or staff member.
6. The faculty appointee in charge of the shop retains right of refusal of service.
7. The faculty appointee shall not be held liable for personal injury or damage to equipment exacted by personnel outside the appointee's research group.
8. Any exemptions from the above policies which are considered to be needed or desirable should be pursued with the faculty or staff member in charge.

## **THE SCHOOL OF NATURAL RESOURCES POLICY COMMITTEE**

### FUNCTION

To prepare, review and submit recommendations on School academic policy to the Faculty for vote. To advise the Director on basic questions of School operations under the shared and advisory authority of the Faculty. The Committee shall solicit and entertain faculty suggestions at any time and maintain and circulate minutes.

### AUTHORITY

The Policy Committee shall represent, as excepted below, the Faculty of The School of Natural Resources with regard to Faculty rights, ethics and responsibilities specified in Article II, Sections 1 and 2 of the Bylaws of the University of Missouri-Columbia Faculty adopted November 14, 1974 (as amended through April 1, 1990).

The Faculty's authority, as delegated by the Board of Curators, is of three types: direct and primary, in which the Faculty has essential decision-making authority; shared, in which the Faculty participates with others; and advisory, in which the Faculty counsels with the person or officer with ultimate decision-making authority.

1. Primary and direct authority. The School faculty has essential decision-making authority in matters directly affecting the educational and research program of the School, including but not limited to:
  - a. Articulation and maintenance of standards of academic performance. This includes but is not limited to guidelines for appropriate research, service, and scholarship; requirements for graduation and related matters.
  - b. Construction and approval of courses of instruction and of curricula.
  - c. Construction and approval of procedures governing educational support programs of the School.
  - d. Formulation of criteria determining professional standing of faculty - including but not limited to such matters as tenure, promotion, termination, guidelines for responsibility, faculty standing with regard to Graduate Faculty membership and doctoral dissertation supervision.
  - e. Determination of an appropriate faculty committee structure.
  - f. Determination of minimum admission requirements.

- g. Selection of awardees of academic scholarships.
2. Shared Authority. The School faculty has shared authority by which it participates cooperatively with other persons or offices in matters such as:
- a. Development and articulation of students' rights and responsibilities.
  - b. Application of criteria affecting professional standing of faculty.
3. Advisory Authority. The School faculty has advisory authority and responsibility with other persons or offices in matters such as:
- a. Budget and resource allocation.
  - b. Planning, including capital expenditures and physical facilities.
  - c. Selection of School administrators.
  - d. Determination of the School standing committee structure.
  - e. General business procedures which facilitate academic program excellence.
  - f. Use of facilities for program activities.
  - g. Application of criteria affecting promotion, tenure, and termination of individuals.

#### Excluded Faculty Authority

The Policy Committee shall exercise shared and advisory authority of the faculty. Issues falling under the shared and advisory authority may be argued and resolved by all voting faculty, if informal polling by Policy Committee members suggests that such would be desirable. Direct authority shall rest with the entire body of voting faculty. In the latter case, it shall be the responsibility of the Policy Committee to draft or review policy statements and make recommendations upon submission to the Faculty.

#### Membership

Instructors, assistant professors, associate professors, and professors who have been on the Faculty for a minimum period of six months shall be eligible for election to the Committee. Personnel with more than 50% administrative appointment are not eligible for membership.

#### Composition of Committee

The Committee shall consist of four members, one each from Soil and Atmospheric Sciences, Fisheries and Wildlife, Forestry, Parks, Recreation and Tourism. Each representative shall serve for a term of three years. A person shall be ineligible for re-election for a period equal to the consecutive time he has served on the Committee. Vacancies shall be filled by special election; the elected person shall fill the unexpired term.

Elections shall be held annually between April 1 and April 30 to fill the seats of members whose terms are expiring. The Committee Chair shall call for nominations from the appropriate programs one week prior to the election. The two nominees receiving the highest number of votes shall be candidates for the Committee, and one of these shall be elected by secret ballot of faculty members within the appropriate program(s). All eligible members may vote. The date of assuming membership on the Committee shall be the following July 1.

### Chair

The Committee Chair will be elected within the body of the Policy Committee and shall serve a one-year term. No Committee member may serve more than one year as Chair for each Policy Committee term served. The Chair shall represent the School at College of Agriculture Policy Committee meetings as an ex-officio member.

## **TENURE AND PROMOTION COMMITTEE**

### Function

To advise the Director on matters pertaining to faculty tenure and promotion, including the development of criteria for faculty selection and requisite qualification for each academic rank. To develop SNR policy recommendations for consideration by the faculty.

To determine eligibility for promotion or tenure and submit recommendations to the Director with a copy provided to each faculty member.

To critically review documentation in support of recommendations for promotion or tenure before transmittal to the College committee on Tenure and Promotion and the University administration. Provide opportunity for faculty under consideration to submit supporting documents that may have been overlooked.

To hear grievances concerning tenure and promotion from faculty members and report recommendations to the Director.

### Membership

Tenured associate professors and professors with greater than 50% appointments in the School shall be eligible for membership. Administrative personnel who participate in tenure and promotion decisions or advise the Director in such matters shall not be eligible for membership.

If a member of the SNR Tenure and Promotion Committee is being considered for promotion during the time of that member's service on the committee, the department will select a replacement to serve on the Committee during the review of the committee member's application.

### Composition of Committee

The Committee shall consist of four members – **one from each department within SNR.**

### Terms of Service

Each member shall serve a three-year term beginning on April 1 the year in which elected. The first two years of service shall be on the School Committee. Individuals in their third year of service shall be Chair of the School committee. At times when more than one individual is in their third year of service, the Tenure and Promotion Committee will elect one of those committee members as the Chair. No individual can serve sequential terms on the T & P Committee, unless there are no other eligible candidates to serve on the Tenure and Promotion Committee from the Department.

During odd years when notified by the CAFNR Dean, the SNR faculty, as coordinated by the Director, will nominate at least two persons from the tenured faculty whose names will be placed on a ballot for an election by the CAFNR faculty to serve on the CAFNR promotion and tenure committee.

One of the nominees will be the outgoing Chair of the SNR Tenure & Promotion Committee.

During even years when notified by the CAFNR Dean, the SNR faculty, as coordinated by the Director, will nominate at least two professional track faculty whose names will be placed on a ballot for an election by the CAFNR faculty to serve on the CAFNR promotion and tenure committee when handling promotions of professional track faculty.

### Elections

The Department Chair of each discipline in the School of Natural Resources will conduct an election among faculty to determine the representative to the Tenure and Promotion Committee. Elections will be held in March and results reported to the Director and faculty. Vacancies shall be filled by special election; the elected person shall serve the unexpired term.

### Procedures and Deadlines

The applicant shall inform the Director in writing in March of intent to apply for promotion and/or tenure. Application for tenure or promotion should be submitted to the School Tenure and Promotion committee through the department. Although these applications are normally initiated by the individual seeking consideration for tenure or promotion, recommendations to prospective candidates can come from other faculty, the Director, or the committee itself. The Director and committee are normally in the best position to review the records of all faculty, particularly with regard to the mandatory tenure deadlines.

All applicant faculty members will be notified in March by the Director and instructed to submit support documentation for tenure and promotion committee review by May 1st. Supporting documentation should address the specific criteria for promotion to each rank and/or tenure as outlined in the University of Missouri's promotion and tenure guidelines. Such material will normally include biographical data, special activities, teaching duties, evidence of teaching performance, grants acquired, list of publications, extension activities, and other material which give clear and irrefutable evidence that the criteria have been met. Each such applicant should have available reprints of published articles for committee review upon request. The applicant and the Chair of the department should each provide the committee with a list of at least five (for a total of at least ten) persons knowledgeable to the candidate's work from which the Director, with the advice of the committee, will solicit letters of evaluation and recommendation. Letters must be from outside the University. These letters of evaluation are extremely important components of the documentation. Six to eight letters are considered a minimum.

*Concerning intra-departmental voting:* The Chair of the applicant's department will seek comments and a vote of the appropriate tenured faculty in that department regarding the applicant's submission for promotion and/or tenure. For an applicant seeking promotion from

assistant to associate professor and/or tenure, both full and associate professors within the department may vote. For an applicant seeking promotion from associate to full professor, only full professors may vote. If there are no eligible full professors within a department to vote on an applicant's submission for promotion to full professor, then mutually agreeable arrangements among the Director, Chair of the department, and the applicant can be made for full professors from other departments within SNR to vote.

*Concerning voting by the SNR Tenure and Promotion Committee:* When an applicant seeks promotion from assistant to associate professor (with or without tenure), the elected SNR Promotion and Tenure Committee will evaluate and vote on the individual's submission. However, when an applicant seeks promotion from associate professor to full professor, a "committee of the whole" comprising all eligible SNR faculty holding the full professor rank (including full professors serving on the SNR Tenure and Promotion Committee), shall conduct the evaluation and voting. A chair will be elected from within the "committee of the whole" and this individual will report outcomes of the evaluation and voting to the SNR Tenure and Promotion Committee. For individuals who are evaluated and voted on by a "committee of the whole," the SNR Promotion and Tenure Committee will simply pass these outcomes on to the SNR Director.

The SNR TPC shall review the documentation and report its recommendation in writing to the Director by September 15. If, in the course of reviewing the applicant's documentation, the committee feels that the material supplied is inadequate, it may request that the faculty member provide additional evidence or in building as strong case as possible, one which will stand critical scrutiny as the dossier moves to higher review at the College and campus levels.

It is also the committee's responsibility to forward a negative recommendation to the Director if the documentation does not provide substantial evidence that the specific criteria have been met.

The vote of the Committee (**or results passed to the Committee from a "committee of the whole"**) shall be forwarded to the Director with its recommendation. The Director will then prepare his/her recommendations in a letter to be included in the applicant's documentation. At each point in this process, the candidate shall be kept informed of the status of his/her candidacy.

### Appeal Procedures

Faculty members shall have the right to appeal a recommendation of the Committee or a decision of the Director concerning tenure or promotion. An appeal may include additional documentation in support of a faculty member not recommended for tenure or promotion.

An appeal of a Committee decision may be initiated by a request to the Director, who will request the committee to consider the matter in a special session. The faculty member will present his/her case to the Committee and respond to questions. The committee will then consider the matter in closed session and report their recommendation to the Director and to the faculty member.

A faculty member may appeal a decision of the Director by petitioning the College Tenure and Promotions Committee. Any grievance concerning a decision of the College Tenure and Promotions Committee shall be submitted to the Chairman of the body. If a decision is reversed

the record of the reversal shall not be part of the dossier forwarded from the School.

**CONSULTATION FOR REMUNERATION**

1. Consulting activities by faculty shall be encouraged where they are of a truly professional nature and will (a) lead to professional improvement of the consultant, (b) reflect favorably upon the University, and (c) not conflict with the educational services normally expected from the University by the public.
2. Prior to accepting a consulting job, which will require service during normal working hours or the use of University facilities, the prospective consultant shall discuss with the Director the appropriateness of the proposed consulting arrangement.
3. Consulting assignments should be scheduled in conformity with University policy and so as not to unduly conflict with the normal duties of the staff member. The Director, in consultation with the staff member, shall decide if time spent in consulting activities is to be charged against annual leave.
4. In accepting and in performing consulting work, staff members shall adhere in every respect to the standards contained in the Code of Ethics, Society of American Foresters, or other appropriate professional organization.
5. At the request of the Provost, each faculty and staff member shall make a report of his consulting activities in compliance with the policy of the Board of Curators.

### **DUAL ACADEMIC APPOINTMENTS**

Appointment to an academic position of a member of the faculty who holds an academic appointment in another department or area of the University will be considered when such concurrent cross-appointment is mutually beneficial to the School and the appointee.

Such appointments will be made at the rank held by the person in another department. Generally, no portion of the appointee's salary will be allotted from SNR funds. Under circumstances which require a substantial allocation of the appointee's total annual effort to SNR purposes, the Director and Chairman of the other department will negotiate equitable shares of salary funding.

Prospective appointees shall have a direct association with programs of the School in one or more of the following ways:

1. Shall teach at least one course required in a SNR undergraduate curriculum or closely allied subject matter at the graduate level.
2. Shall participate in research relating to an Agricultural Experiment Station project or other SNR research which is expected to require at least one year to complete.
3. Shall participate in current SNR extension activities that require at least 0.25 full-time effort.
4. Shall be involved in other activities which contribute directly in a substantial manner to the goals and objectives of the School.

A prospective appointee must be sponsored by a faculty member from the School. The Tenure and Promotion Committee will review an application provided by the prospective appointee and may recommend dual appointment based on adequate academic qualifications and fulfillment of the requirement(s) stated above. The Director will make dual appointments with the approval of the faculty after recommendation of the Tenure and Promotion Committee. Dual appointments shall be for a term of five year. Complete reapplication is necessary for reappointment.

A faculty member with a dual appointment in the School may serve as a co-advisor for graduate students, graduate advisory committee member and outside reader for theses and dissertations. Dual appointees shall not have voting privileges in faculty decisions and elections.

## **APPOINTMENT OF RESEARCH ASSOCIATES**

The following guidelines apply to appointments of Research Associates, an academic title, in The School of Natural Resources.

### Eligibility

1. Well-qualified technical personnel with a master's degree or doctoral degree, employed by the School in its research program.
2. Research scientists employed by forestry; fisheries and wildlife; soil and atmospheric sciences research organizations, not salaried by the University, who cooperate in research with graduate students and University faculty.
3. Personnel hired on a temporary basis to execute contract research.
4. The administrative head of a research organization, not salaried by the University, such as the Director's representative, North Central Forest Experiment Station-Columbia, the Director of the Columbia National Fisheries Research Laboratory, the Superintendent of Fisheries Research and Superintendent of Wildlife Research for the Missouri Department of Conservation.

### Requirements (both are necessary)

1. An advanced degree (MA, MS, MD, DVM, or PhD) or proven research competence.
2. Cooperative involvement with research personnel (faculty, staff and/or graduate students) within the School.

A nomination for appointment as a Research Associate shall be made to the Director by a member of the faculty. If approved by a majority of the faculty in a secret ballot, the Director shall prepare appointment papers and transmit them in the usual manner for such appointments.

### Privileges of a Research Associate

1. Service on a graduate student advisory or examination committee:

#### Master's Candidate

- a) A research associate in SNR may serve as the second reader.
- b) He may serve on the committee as a non-voting member.

- c) A research associate from another department may serve as a third reader on the committee. A letter of approval from the Graduate Dean is required.

PhD Candidate

- a) A research associate may serve as a dissertation reader only if he/she holds a PhD. A letter of approval from the Graduate Dean is also required.
- b) A research associate from another department who holds the PhD may serve as an outside reader on the committee.

2. Other privileges tendered by the University.

A research associate is entitled to certain privileges granted to regular faculty. These include library use, athletic events, concerns, bookstore privileges. A validated identification card is required to receive these privileges.

### **AWARDING ACADEMIC TITLES TO RESEARCH ASSOCIATES**

A research associate employed by a research organization other than the University and not salaried by the University may receive the title of Assistant Professor, Associate Professor, or Professor if the following conditions are met. The academic title shall reflect academic or research accomplishment and scholarly reputation comparable to that of faculty members of the same rank.

- a. The individual has served or is serving as an instructor in one or more courses offered by the School, or is assisting with the academic program of graduate students.
- b. As indicated by the person's active participation in a major program of the School, is recognized, in fact, as a faculty member by the faculty.
- c. Has served as a Research Associate for three years. This requirement may be waived for persons who have had academic experience of comparable duration at academic institutions other than the University of Missouri.
- d. Whose proposed appointment has been approved by the Director of The School of Natural Resources and the administrative head of the unit that employs the person under consideration.

A nomination for change in title from Research Associate to a professorial rank shall be made to the Director by a member of the faculty. If approved by a majority of the faculty in a secret ballot, the Director shall prepare appointment papers and transmit them for processing through the usual channels for faculty appointments.

Subsequent to the initial appointment to a professorial rank, promotion to another title shall be accomplished in the same manner as other faculty promotions.

## **INSTRUCTORSHIPS**

Instructorships were first made available to PhD candidates in the School of Forestry in 1967. Most students who have held instructorships have gone on to teaching and/or research at other institutions following completion of the PhD. Although some have been retained on the faculty of the School, preference is given as a rule to those with terminal degrees from other institutions.

### Objectives

Instructorships at the University Of Missouri School Of Natural Resources have four primary objectives:

1. To assist the School in its educational and research programs when and where special assistance may be required.
2. To strengthen the research program of the School through research undertaken for the dissertation as well as other research project activities as needed.
3. To provide experience (a) in teaching, and (b) in assisting with advisement of students and student organizations, and (c) in committee work over and beyond the activities normally undertaken by graduate students at the PhD level.
4. To attract and support (at a higher level than is possible through half-time research or teaching assistantships) students of unusual potential in a field of primary interest to the student where an advisor in the School can provide research guidance at the doctoral level and where University offerings permit a strong PhD program.

All instructors may be called upon to assume a reasonable level of activity in the first three of these areas, though specific assignments will vary from one student to another and from one year to another depending upon the needs within the School.

### Responsibilities

Normally an instructor will have teaching duties assigned during both semesters of an academic year. This may include full responsibility for one regularly offered course per year or assisting faculty members with one or more courses. Alternatively, it may include development of and teaching one 300-level topics course for one semester in each of two years. If assistance is needed at summer camp the instructor may be assigned full responsibility for one summer camp course or assist with such a course. Subject matter of courses so assigned will be matched in so far as possible with the instructor's expertise and field of interest.

In research, the instructor will be guided and assigned duties by a project leader, usually his major advisor.

If assigned, an instructor may assist with advising individual students on academic matters, job opportunities and similar matters, and may assist with advising a student activity group such as the Student Council, Forestry Club or Wildlife Society.

### Selection, Term and Compensation

Efforts are made to attract outstanding PhD candidates for the instructorships available to the School. Normally, they are used to bring students not already at the School to UMC for graduate study. As positions become available, the normal affirmative action recruitment process is instigated.

Instructorships normally are renewable 12-month, full-time assignments at salary levels somewhat above twice the half-time level for PhD students on teaching or research assistantships. Full-time positions permit the student to take up to six hours (one half the normal load at the graduate level) per semester and three hours during the summer session.

The residence requirements for the doctoral degree includes "one continuous year" beyond the master's degree level in full academic involvement. "One continuous year" is defined as either two 12-semester hour or three 8-semester hour enrollment periods successfully completed within 18 months. The latter alternative, usually undertaken during preparation of the dissertation when the student is working on an Experiment Station project, is normal and permissible.

The instructorship is normally restricted to those holding a master's degree and usually implies about three years for completion of the PhD. This will vary somewhat depending upon particular circumstances.

**TENURE-TRACK, PROFESSIONAL-TRACK, ACADEMIC ASSOCIATE,  
AND NON-REGULAR FACULTY APPOINTMENTS**

The purpose of the policy statements regarding faculty categories and faculty voting rights is to ensure that equitable responsibilities and privileges are awarded to faculty members in ways that maintain the academic infrastructure of The School of Natural Resources (SNR). The objective is to ensure that the administration of academic issues remains with faculty dedicated to the spectrum of extension, research, and teaching responsibilities.

**Categories of Academic Appointments** – Academic appointments in The School of Natural Resources will be in one of four categories:

- I. Tenure-Track
- II. Professional-Track
- III. Academic Associate
- IV. Non-Regular Faculty

**I. TENURE-TRACK FACULTY**

***Eligibility:***

This category applies to individuals who have tenure-track appointments and hold titles of Assistant Professor, Associate Professor, or Professor. All Tenure-Track Faculty must be selected through a national search conducted by an appropriate SNR faculty search committee in accordance with Equal Employment Opportunity (EEO) and University of Missouri procedures.

“An SNR faculty search committee” is defined as a faculty group whose majority membership is Tenure-Track and Professional-Track Faculty, which represents a Department within the School seeking to fill a vacancy or which represents SNR in the case of a vacancy that is not department-specific.

**Privileges:**

Tenure-Track Faculty will have voting privileges in all SNR policy/decision-making processes and are eligible to serve on service/governing or academic committees within SNR, CAFNR, and MU. They will be evaluated annually and promoted and/or tenured based on the policies of SNR, CAFNR, and MU.

## **II. PROFESSIONAL-TRACK FACULTY**

### ***Eligibility:***

This category applies to individuals whose titles begin with the position focus (*teaching, research, or extension*) and include the academic rank (*Assistant Professor, Associate Professor, or Professor*).

It includes all Non-Tenure-Track Faculty who have been hired into positions identified as Professional-Track through a national search conducted by an appropriate SNR faculty search committee (defined previously) in accordance with Equal Employment Opportunity (EEO) and University of Missouri procedures. Non-Tenure-Track Faculty positions must be designated as Professional-Track prior to recruitment by consensus (simple majority) of the hiring department's Tenure-Track and Professional-Track Faculty, followed by approval from the SNR Director. If the position is SNR-wide, then a simple majority of the SNR faculty must concur with the category, followed by SNR Director's approval.

Additionally, the appointment/contract letter should clearly state the academic category under which the individual will be hired and by whom the individual will be supervised. The position must be identified as Professional-Track (approved as such by the home Department) before it is advertised.

### **Privileges:**

Professional-Track Faculty will have the same voting privileges as Tenure-Track Faculty in policy/decision-making processes, unless specified otherwise in the appointment/contract letter. However, it is noted that Professional-Track Faculty do not participate in the decision-making process related to promotion and/or tenure for Tenure-Track Faculty (see University of Missouri System, Collected Rules and Regulations, 320.035 Policy and Procedures for Promotion and Tenure). Any limitations to Professional-Track Faculty voting rights will be in accordance with the expectations under which these individuals are hired and must be clearly stated in both the position description and the appointment/contract letter. These individuals are eligible to serve on service/governing or academic committees within SNR, CAFNR, and MU. They will be evaluated annually by the same processes as Tenure-Track Faculty, and will be promoted using the same procedures as Tenure-Track Faculty. Promotion applications will be evaluated and approved by the SNR and CAFNR Promotion and Tenure Committees with subsequent approval by the Dean of CAFNR and Provost (i.e., these promotions are not reviewed by the Campus Promotion and Tenure Committee). Professional-Track Faculty will be eligible to apply for the title of "Emeritus" after retirement.

### **III. ACADEMIC ASSOCIATES**

#### ***Eligibility:***

This category applies to individuals designated as:

- Extension, Research, and Teaching Associate
- Research Analyst and Scientist
- Post-Doctoral Fellow and Associate
- Program Coordinator
- Instructor and Teaching Assistant

It includes all non-tenure-track appointees who have been hired into positions identified as Academic Associates. Differing from Professional-Track Faculty, Academic Associates are not required to be hired through a national search. Academic Associates are not eligible for promotion because these positions are unranked. The Teaching Assistant title in this category does not include Graduate Teaching Assistants. Instead, it refers to Teaching Assistants hired under the category of Academic Associate.

Academic Associates are appointed according to MU guidelines. The appointment is the responsibility, with the SNR Director's approval, of the faculty person who controls funding for the position. The appointment letter for Academic Associates should clearly state the academic category under which the individual will be hired and by whom the individual will be supervised.

Annual reviews of Academic Associates with the titles of Extension, Research, and Teaching Associates, Program Coordinators, and Instructors will be conducted by the SNR Director and appropriate Department Chair. Individuals with other titles in this category will be reviewed annually by their immediate supervisor.

#### **Privileges:**

Academic Associates are generally not eligible to vote on SNR issues; however, they will be entitled to privileges granted Tenure-Track and Professional-Track Faculty (e.g., library use, athletic event, concert and bookstore privileges). A valid identification card is required to receive these privileges.

Academic Associates may apply for Graduate Faculty status. An Extension, Research, or Teaching Associate may serve on M.S. committees if at least one other Tenure-Track or Professional-Track Faculty member also serves on the committee, unless specified otherwise in Departmental policies. A letter of approval from the Graduate Dean is required. Academic Associates may also serve on an M.S. committee as a non-voting member.

An Extension, Research, or Teaching Associate may serve on a dissertation committee only if they hold a doctorate, unless specified otherwise in Departmental policies. A letter of approval from the Graduate Dean is required.

## **IV. NON-REGULAR FACULTY**

### ***Eligibility:***

This category applies to individuals designated as Part-Time Faculty and Affiliated or Courtesy Faculty who are non-MU benefit eligible:

- Cooperative Faculty (Assistant Professor through Professor)
- Adjunct Faculty (Assistant Professor through Professor)
- Adjunct Instructor

### ***Cooperative Faculty***

Individuals employed by public agencies/institutions or private entities shall be considered Cooperative Faculty if their relationship with MU is detailed by a Memorandum of Understanding between MU and the employer. The agreement must specify what teaching, research, or extension services will be provided to MU.

### **Privileges:**

Cooperative Faculty will have voting privileges in certain SNR policy/decision-making processes, as specified in the applicable Memorandum of Understanding, and they are eligible to serve on service/governing or academic committees within SNR, CAFNR, and MU. Depending on the Memorandum of Understanding, Cooperative Faculty may be evaluated annually by the same processes as Tenure-Track and Professional-Track Faculty. Cooperative Faculty should be notified by SNR, in advance of appointment, if they will be evaluated annually under the same processes as Tenure-Track and Professional-Track Faculty.

Cooperative Faculty with Graduate Faculty or Doctoral Faculty status, as defined by the Graduate Faculty Senate, may serve as advisors of graduate students or as committee members, as specified in the applicable Memorandum of Understanding.

### ***Adjunct Faculty***

Qualified individuals employed by public agencies/institutions or private entities who participate in the teaching, research, or extension programs of SNR may be recommended by the SNR Director to the Dean of CAFNR for an Adjunct professorial title. Individuals may be nominated for Adjunct Faculty titles by individual Departments in SNR (details listed below). Departments should have policies regarding the periodic review and continuing/reappointment of Adjunct Faculty. Such reviews will occur every 5 years, although more frequent reviews are permissible.

In addition, Adjunct Faculty appointments shall be reviewed periodically or, with fore cause, at the discretion of the SNR Director. The SNR Director shall report to faculty in the Department where the appointment was granted whenever the individual no longer participates in the School's program. Following a report of non-participation, an extension of the appointment shall require approval (majority vote) by the Tenure-Track and Professional-Track Faculty within the Department where the appointment was granted.

### Privileges:

Adjunct Faculty can apply for Graduate or Doctoral Faculty status. Adjunct Faculty who qualify for Graduate Faculty status, as defined by the Graduate Faculty Senate, may serve as thesis or dissertation co-advisors of graduate students with Tenure-Track or Professional-Track Faculty; or they may serve as a committee member. However, it is important to note that Departments may have alternative policies regarding graduate committee participation. Graduate committees must consist of a majority of members holding Tenure-Track or Professional-Track appointments.

### ***Appointment and Promotion of Non-Regular Faculty***

Candidates seeking a ranked, non-regular faculty appointment or promotion in SNR should submit a dossier along with a letter expressing their desire for a specific title in a particular Department to either a sponsoring faculty member or Department Chair. The sponsoring faculty member or Department Chair will distribute the candidate's dossier to Department faculty for consideration followed by a simple majority vote. After Departmental approval, the Department Chair will write a letter and forward the applicant's dossier to the SNR Director before the annual deadline time and date set by the SNR Director for receipt of dossiers to be considered by the SNR Promotion and Tenure Committee. The SNR Director will submit the candidate's dossier, supporting material, and letter of support from the Departmental Chair to the SNR Promotion and Tenure Committee for a review. For Adjunct Faculty, the review process conducted by the SNR Promotion and Tenure Committee does not require external review of the candidate's dossier or external letters of support. Following review, the SNR Promotion and Tenure Committee Chairperson will write a letter to the SNR Director reporting on their review of the candidate. Following a vote of approval, the Chairperson of the SNR Promotion and Tenure Committee will introduce and officially nominate the candidate at the next SNR faculty meeting and make the candidate's credentials available for inspection by the SNR faculty. At the next SNR faculty meeting, the Promotion and Tenure Committee chairperson will once again introduce the candidate and call for a vote on the candidate. (Note: the nomination and voting process may be conducted electronically.) Following a vote of approval, the SNR Director will forward the material to the Dean of CAFNR for approval by the Review Committee for Awarding Professorial Adjunct Titles.

Individuals employed by public agencies/institutions or private entities who are considered Cooperative Faculty may not need to go through these procedures for appointment if the Memorandum of Understanding between MU and the employer explicitly states appointment to a specific Cooperative Faculty rank. However, these guidelines should be used for promotion to a higher rank.

Candidates seeking a non-ranked, non-regular faculty appointment (i.e., Adjunct Instructor) will follow the same procedures pertaining to ranked, Non-Regular Faculty appointment. However, these individuals are not eligible for promotion because such positions are unranked.

## **V. Assignment of Rank and Approval of All Appointments**

All Department-specific Tenure-Track, Professional-Track, and Non-Regular Faculty proposed appointments will be reviewed within the respective Department to determine the appropriate rank (Assistant Professor, Associate Professor or Professor) for the appointee. Approval requires a simple majority vote of the appropriate Departmental Tenure-Track and Professional-Track Faculty and signals that the individual is qualified for the proposed category. The rank awarded shall be based on standards of professional excellence and scholarly productivity that are consistent with standards applied to promotion of Tenure-Track and Professional-Track Faculty in SNR (Tenure-Track Faculty standards, <http://mycafnr.missouri.edu/faculty/tenure-guidelines.php>; Professional-Track Faculty standards, <http://mycafnr.missouri.edu/faculty/professional-track.php>.)

In the instance where the proposed appointment is School-wide, SNR's Promotion and Tenure Committee will review all proposed Tenure-Track, Professional-Track and Non-Regular Faculty appointments to determine the appropriate rank (Assistant Professor, Associate Professor, or Professor) for the appointee. The School's Promotion and Tenure Committee will convey its recommendation to the SNR faculty. Approval requires a simple majority vote of the SNR Tenure-Track and Professional-Track Faculty and signals that the individual is qualified for the category proposed. The rank to be awarded shall be based on standards of professional excellence and scholarly productivity that are consistent with standards applied to promotion of Tenure-Track and Professional-Track Faculty in SNR. All Tenure-Track, Professional-Track, Academic Associate, and Non-Regular Faculty recommendations for appointment must be forwarded through the SNR Director to the Dean of CAFNR.

**CRITERIA FOR DOCTORAL FACULTY STATUS**

Faculty within each program of The School of Natural Resources shall establish, and periodically review, requisite criteria for membership on the Doctoral Faculty of the University of Missouri-Columbia. These criteria should be submitted and kept on record with the Office of the Dean of the Graduate School.

The Directors of Graduate Studies shall be responsible for ensuring that criteria are appropriately developed and maintained.

## **CURRICULUM COMMITTEE COMPOSITION AND RESPONSIBILITIES**

The SNR Curriculum Committee is the faculty body charged with the following responsibilities:

1. To review proposed course and curriculum changes, additions and deletions and upon approval, forward them to the faculty of The School of Natural Resources for approval, further consideration or disapproval.
2. To review curricula to see that they are up-to-date, meeting student needs, and that course descriptions, numbers and prerequisites are appropriate. Make recommendations to the faculty on needed changes.

The SNR Curriculum Committee shall be composed in the following manner:

1. Members of the SNR Curriculum Committee shall be elected annually with the election held in June and administered by the Associate Director of Academic Programs
2. One faculty representative from each Department
3. Staff Academic advisers shall be non-voting committee members
4. The SNR Associate Director of Academic Programs shall be a full voting member
5. The SNR Associate Director of Academic Programs will chair the committee

## **TEACHING EVALUATION POLICY**

All individuals in The School of Natural Resources who teach courses numbered less than 400 (excluding graduate assistants) will be evaluated via the following two-part process. Additionally, self-initiated peer teaching evaluation based on the procedures suggested herein or through other means is encouraged.

### **STUDENT EVALUATION**

Each instructor for courses numbered less than 400 will be evaluated each time they are presented using the proposed University of Missouri-Columbia student evaluation forms, amended for the specifics of the course in question. The outcome of these evaluations (the three summary questions) will be presented to the Director for evaluation during the instructor's annual review. Instructors may elect to submit responses/rebuttals to or additional information derived from the student evaluations (e.g. student comments, other statistics).

### **REVIEW BY FACULTY PEERS**

The purpose of the peer review is to provide information to the Director about a course and its instructor, and to assist instructors in improving their teaching. The intent is similar to a peer review of a manuscript.

PEER TEACHING REVIEW COMMITTEE: Each instructor-course combination will be assigned a Peer Teaching Review Committee (PTRC). In large or diverse Departments, several such committees may exist concurrently, each with from one to several evaluation assignments.

Each PTRC will be composed of a minimum of three members (although more may at times be desirable). PTRC members will necessarily include the Department Chair, one faculty member chosen by the faculty member being reviewed and one additional faculty member whose selection is agreeable to all involved (a faculty member from a Department wherein a course is cross-listed would be an appropriate choice; for nontenured individuals, a mentoring committee member would be appropriate). The instructor cannot serve on his/her own PTRC. Each PTRC will elect a chair, other than the Department Chair, from among its members, the instructor also voting on this selection. Faculty carrying significant PTRC responsibilities should receive appropriate release time.

If it is desirable to have more than 3 members on a PTRC, the additional member or members will consist of faculty whose selection is agreeable to all involved. For small programs, an alternate PTRC model could be a "committee of the whole," save the instructor, if this is agreeable to all.

Procedure: The instructor being reviewed will supply to the PTRC chair, by a mutually agreeable date, a dossier for the course to be reviewed. The dossier should contain the information listed below. The Committee will review the dossier individually and then collectively. Within two weeks of submission, the PTRC will meet with the instructor for a discussion of reviewer

reactions to the dossier. Within two weeks of this meeting, the chair of the PTRC will provide to the instructor a written draft of the PTRC's review (based on criteria A-J of APPENDIX II). The instructor may then acknowledge the PTRC's findings via written notification of the PTRC chair, within one week, after which the PTRC chair will deliver a final copy of the review to the SNR Director. Alternatively, the instructor may comment upon the draft evaluation to the PTRC chair, within one week, via written notification. In this case, a second meeting of the PTRC and instructor will then be scheduled to address any areas of contention. Within two weeks of this meeting, the PTRC chair will deliver a final (and possibly revised) written evaluation to the instructor and to the SNR Director. The instructor may provide comments to the Director regarding the PTRC's ultimate findings. An instructor may submit comments directly to the Director within one week of the PTRC's submission without reconvening the PTRC.

On receipt of all the necessary documents, the Director will call for the PTRC to dissolve. All documents provided by the instructor to the PTRC will be returned to him/her after the PTRC committee has submitted its report to the Director. On due consideration, the Director and the instructor's Department Chair will meet to discuss the results of the peer review process relative to its use in annual performance reviews and faculty development plans. The Director must supply the specifics of the performance review procedure to all SNR faculty prior to initiation of the evaluation process.

For team-taught courses, the above procedure would be modified to include input from all instructors involved. In the dossier, the instructor's narrative would describe who teaches which portion of the course. Each instructor could comment individually on the PTRC's review. Any material provided by the PTRC to one instructor would be sent in identical form to all other instructors of that course.

Each Department will be responsible for developing a timetable for implementation of this procedure for evaluation of instructors of all courses numbered less than 400. The first PTRC to be struck will review a course given by a full professor (a test case). Individuals with first or new teaching assignments should receive the next reviews, but only after the second presentation of a course. Untenured faculty should have at least one of their courses reviewed twice before submission of their tenure dossiers. Once these priority needs are met, each individual should be evaluated at least once in a three year period; thereafter, subsequent reviews will include a different course in the individual's teaching assignment until all instructor/course combinations are reviewed.

### **SELF-INITIATED EVALUATION**

Those who teach may submit evidence of self-initiated evaluation to the Director during the annual review process. This may take the form of a summary of perceived strengths and weaknesses in both course content, presentation technique, facilities, etc., and associated suggestions for remedial or maintenance actions. Additionally, information stemming from peer or professional classroom visitation/evaluations may be particularly helpful in teaching improvement. Examples of criteria and procedures for evaluations derived from classroom visitation and/or videocassette recordings are provided below.

## **MATERIALS FOR PEER REVIEW AND DIALOGUE**

- 1) Instructor's Narrative -
  - A) Personal philosophy toward subject matter and course
  - B) Objectives of course-beyond written "catalog" objectives, if appropriate
  - C) Relationships to other courses (prerequisites, subsequent courses etc.)
  - D) Description of Methodology/Approach (including any explanation of use of "unusual" materials)
  - E) Expected Outcomes
  - F) Recent changes in content or methods and recent efforts in teaching development. (e.g. I adopted a new text this year. I attended 2 writing program seminars this year.)
  - G) Comments and concerns relevant to evaluation. (e.g. . "Review basic algebra for 3 lectures because most students are unprepared." "Inadequate lab equipment limits experiments with gas chromatography." "I believe student evaluations are extraordinarily severe because the course is so rigorous.")
- 2) Syllabus
- 3) Reading list/Text(s)
- 4) Assignments
- 5) Exams (including graded examples, if available)
- 6) Grade distribution or grade records
- 7) Sample written assignments, papers
- 8) Other materials deemed useful by instructor, such as relevant past student evaluations

#### GUIDELINES FOR REVIEWING MATERIALS AND DISCUSSION WITH INSTRUCTOR

##### A. Course Content -

1. Is it up-to-date?
2. Is the treatment balanced?
3. If appropriate, are conflicting views presented?
4. Are the breadth and depth of coverage appropriate?
5. Has the instructor mastered the subject matter?
6. Is the coverage responsive to the needs of students?
7. Is it relevant to the discipline?
8. Are gender, race or other sensitivities exacerbated by materials present?

B. Course Objectives -

1. Are the objectives clearly communicated to the students?
2. Are they consistent with curricular objectives?
3. How do they relate to prerequisites? subsequent required courses?

C. Methodology -

1. Are the methods and materials suitable to the course objectives?
2. Is the pacing appropriate?
3. Are in-class and out-of-class work appropriately balanced?

D. Grading and Examinations -

1. Are exams suitable to content and course objectives?
2. Are exams representative of the course content?
3. Are exams clearly written?
4. Are exams graded fairly?
5. Are grading standards made clear to students?
6. Is the grade distribution pattern appropriate for the course level?

E. Course Organization -

1. Is the syllabus current and relevant to the course objectives?
2. Is the course outline logical?
3. Are the lecture, laboratory, or other assignments integrated? Should they be?
4. Is the time devoted to each topic appropriate?

F. Student Achievement -

1. What is the general quality of performance as indicated in assignments, exams, grades etc.
2. Do students perform well in subsequent courses? (if appropriate)

G. Assignments -

1. Do assignments supplement lectures, discussions, labs, and field work?
2. Do assignments reflect and support course objectives?
3. Are they appropriate for the level of student?
4. Is adequate time given to complete the assignments? Is it consistent with expected quality?
5. Are the assignments challenging to the students?

H. Interest in Teaching-

1. Does the instructor discuss teaching with colleagues?
2. Does the instructor seek advice from others? Participate in teaching-related workshops and committees?
3. Is the instructor sought out by others on teaching-related matters?
4. Is the instructor knowledgeable about current developments in teaching the discipline?

## I. Instructor Concerns -

1. Are the instructor's concerns about evaluation well-founded?
2. Are the instructor's needs for course improvement well-founded?

## J. Comments -

Describe relevant and important subjects discussed with instructor - strengths and weaknesses of course, needs for self-improvement, materials needed, etc.

## K. Videocassette/Classroom Visitation -

The following considerations, taken from Seldin<sup>1</sup> (p. 142), may be of value:

### TEACHING BY LECTURE

- \* Uses illustrative material or teaching aids.
- \* Is sensitive to response of class.
- \* Refers to recent developments in the field.
- \* Focuses student attention before starting lecture.
- \* Refers back to points made or terms used earlier.
- \* Summarizes major points or sees that class does so.
- \* Appears interested and enthusiastic.
- \* Uses humor.
- \* Accepts student ideas and comments.
- \* Provides opportunities and encourages student questions.
- \* Includes material relevant to existing student interest.

### TEACHING BY DISCUSSION

- \* Lets students know what is to be expected of them.
- \* Draws together contributions of group members.
- \* Uses questions to stimulate discussion.
- \* Prevents or terminates discussion monopolies.
- \* Reinforces infrequent contributors.
- \* Reminds students to listen to each other.
- \* If discussion falters, stops to deal with group process.
- \* Intervenes briefly when necessary.
- \* Questions misconceptions, faulty logic, unwarranted conclusions.
- \* Distinguishes a value from a fact.
- \* Intervenes when discussion gets off track.
- \* Supports expression of differences of opinion.

## L. Classroom Visitation Documentation

The following "Report of Classroom Observation," taken from Seldin<sup>1</sup> (p. 165) may serve as a model for a PTRC-designed form:

### Report of Classroom Observation

Instructor: \_\_\_\_\_ Course: \_\_\_\_\_  
Number of students present: \_\_\_\_\_ Date: \_\_\_\_\_  
Observer(s): \_\_\_\_\_

**INSTRUCTIONS:** Several days prior to the classroom observation, the instructor should provide the observer(s) with a copy of the course syllabus containing course objectives, content, and organization. The instructor should explain to the observer(s) the instructional goals and methods of accomplishing them for the class that will be observed.

Within three days after the visit, the observers should meet with the instructor to discuss observations and conclusions.

Please use the reverse side of this page to elaborate on your comments.

1. Describe the lesson taught, including the subject, objectives, and methods used.
2. Describe the instructor's teaching as it relates to content mastery, breadth, and depth.
3. How well organized and clear is the presentation?
4. How appropriate were the teaching techniques used for the instructor's goals for this class?
5. Describe the level of student interest and participation.
6. What are the instructor's major strengths? Weaknesses?
7. What specific recommendations would you make to improve the instructors teaching in this class?

<sup>1</sup> Seldin, Peter. 1985. Changing Priorities in Faculty Evaluation, Jossey-Bass Publishers, San Francisco.

**STUDENT APPEALS COMMITTEE**

A School of Natural Resources Student Appeals Committee shall be appointed annually by the Director of The School of Natural Resources at the time when committee appointments are made.

The committee shall be composed of the Associate Director of Academic Programs and a representative of each undergraduate Department within the School.

This committee, convened at the request of the Director at appropriate times, shall be charged with reviewing student suspension, dismissal, readmission and admission appeals and providing a recommendation to the Director for disposition of such appeals.

**USE OF UNIVERSITY FOREST ENVIRONMENTAL EDUCATION CENTER**  
(Historically known as University Forest)

The University Forest Environmental Education Center (UFEEC) is a self-sustaining research and education facility. It is available for approved use by all public and private groups whose missions include environmental education.

Rates for lodging, meals/breaks and classroom usage are reviewed on an annual basis and adjustments made by the University Forest Superintendent. These rates are available upon request by contacting the MU Department of Forestry.

**DEAN'S HONOR LIST**

To give recognition to The School of Natural Resources students who attain outstanding academic records, those who complete a semester of 12 or more credit hours with a grade point average of 3.00 or better and who have a UM cumulative grade point average of 3.00 or better shall have their names placed on The School of Natural Resources Director's Honor List.

A congratulatory letter shall be sent to each student from the Director of The School of Natural Resources. This designation is equivalent to the Dean's List of the College of Agriculture, Food and Natural Resources.

### **TRANSFER OF CREDITS TO SNR**

Students transferring to The School of Natural Resources from another institution are subject to the following regulations:

1. Courses taken outside the UM System carrying a D grade or better are transferable.
2. Courses transferred from outside the University in a required subject shall be accepted for full transfer credit. Any hours in excess of the number required for that course at MU may be used for elective hours.
3. Generally, for courses of three or more credit hours, a transferred course must be not less than one hour short of the number of hours required at MU in the equivalent course to be acceptable. Courses of two hours or less must have an equal or greater number of hours to be an acceptable substitute.
4. Courses transferred from other institutions may provide subject matter which will be included in a substantial way as a part of several required courses which must be taken in the curriculum. Such courses shall receive no transfer credit at MU as required courses.
5. The content of a course proposed in substitution for professional courses taught for SNR majors in departments outside the School shall be reviewed by the advisory staff and the course instructor. Following such review and consensus that course contents are similar, such specific course substitutions shall be accepted.

## **SUBSTITUTION OF COURSES**

Students wishing to substitute other courses for required courses within a given academic major must complete a copy of the attached form and obtain the necessary signatures within their academic major. Such substitutions shall be subject to the following requirements:

1. Courses to be substituted may only be applied toward one category of a required area in the student's curriculum.
2. Substitute courses must be of an equal or greater number of hours than the required course.
3. Course substitution must be approved by the student's academic adviser. Upon final approval the course substitution form will be forwarded to the Associate Director of Academic Programs to be recorded on the student's academic record.
4. Appeal process: If a student wishes to appeal the decision of a program faculty on a given course substitution proposal, the appeal must be made in writing, describing the applicant's justification for the proposed course substitution, and submitted to the Department Chair in which his/her major is located. The Department Chair will then present the appeal to the Director of The School of Natural Resources for a final decision.



**RESIDENCY REQUIREMENTS**

The last 45 hours in a student's curriculum must be taken within the University of Missouri System.

Exceptions must be approved through the procedure for course substitution as described in SNR Policy - SUBSTITUTION OF COURSES.

**UNDERGRADUATE ENROLLMENT IN GRADUATE LEVEL COURSES**

Undergraduate students may enroll in graduate level courses offered by the School, provided that prior approval is obtained in writing from the instructor. This practice is not encouraged, but may be appropriate for certain exceptionally able and prepared students.

**REGULATIONS FOR STUDENT CONDUCT IN OFF-CAMPUS FIELD COURSES**

Students enrolled in off-campus field courses are governed by Collected Rules and Regulations of the University, enacted November 7, 1969.

Rules and regulations for student conduct associated with particular field courses shall be issued to each student upon enrollment, or at the first or initial class meeting of the respective course.

## **UNDERGRADUATE ACADEMIC STANDING**

- 1) A student whose term and cumulative grade point averages are above 2.0 or better is in **regular academic standing**.
- 2) A student in regular standing whose term grade point average subsequently falls below 2.0 but is 1.0 or above is placed on **academic probation**. A student on academic probation must establish a 2.0 cumulative grade point average within two successive terms of enrollment; otherwise, he/she is ineligible to re-enroll.
- 3) A student whose term grade point average falls below 1.0 will be ineligible to re-enroll for one calendar year.
- 4) A student who has attempted at least 60 semester hours will not be making satisfactory progress for financial aid purposes if the student's cumulative grade point average is less than 1.67.
- 5) A student who has been ineligible to re-enroll for a period of one year may be readmitted only upon the approval of the Associate Director of Academic Programs of The School of Natural Resources. As a condition of readmission, the Director may set forth stipulations with regard to minimum standards of academic work that must be maintained by the student. If the student, after readmission, again becomes ineligible to enroll, his/her ineligibility to re-enroll is normally considered permanent.

### Readmission following declaration of ineligibility to re-enroll:

- A. Readmission as an undergraduate to The School of Natural Resources is at the discretion of the Director of the School after consideration and recommendation by the Student Appeals Committee.
- B. A student may appeal ineligibility to re-enroll by submitting, in writing, a request for consideration of action to the Associate Director of Academic Programs of The School of Natural Resources. The request should describe and document as well as possible any extenuating circumstances which contributed to level of academic performance and what remedial actions are planned to prevent their reoccurrence.
- C. A student readmitted after being declared ineligible to re-enroll will be on probation and must comply with the probation terms outlined above as well as any other written stipulation set forth with regard to minimum standards of academic work which must be maintained by the student.
- D. Students declared ineligible to re-enroll for the second time are ineligible to re-enroll permanently. Under extraordinary circumstances and upon approval by the Director of The School of Natural Resources, a student may be readmitted after being declared ineligible to re-enroll a second time after consideration and recommendation by the Student Appeals Committee.

**ADMISSION/READMISSION TO SNR**

1. The School of Natural Resources follows guidelines set forth in Article VIII, Academic Standing of Undergraduate Students, revised August 31, 1990, Collected Rules and Regulations of the University.
2. Any student in good standing (i.e., a student whose term and cumulative grade point averages are 2.0 or higher) may be admitted into any program within The School of Natural Resources.
3. Readmission, following academic dismissal, is subject to the following:
  - a. Readmission as an undergraduate to The School of Natural Resources is at the discretion of the Director of the School after consultation and upon the recommendation of the Student Appeals Committee.
  - b. A student readmitted after suspension or dismissal will be on probation and must comply with the probation terms outlined in SNR Policy-SCHOLASTIC STANDARDS. Terms of probation as well as any other written stipulation set forth with regard to minimum standards of academic work must be observed by the student.
4. Readmission following academic dismissal from another academic program **not** in The School of Natural Resources but in the UM System is subject to the following:
  - a. A student seeking readmittance under these conditions (i.e., a cumulative GPA less than 2.0) will be admitted only through the appeals process with a written request for admittance to the Director who shall decide after consideration and recommendation by the Student Appeals Committee.
  - b. Students requesting entrance into The School of Natural Resources who have been dismissed from another academic program not in the School, but who have a cumulative GPA greater than or equal to 2.0 will be admitted only through the appeals procedure with a letter of explanation to the Director. (It is important that the SNR Appeals Committee consult with the division from which the student has been dismissed to determine any extenuating circumstances which are not readily determined from the student's transcript.)

## **INDIVIDUALIZED STUDY**

The Faculty of The School of Natural Resources believes that individual study and experience may contribute substantially to the intellectual development of students. Therefore, academic credit may be granted for some types of activities accomplished outside the traditional academic setting.

1. Undergraduate credit for individualized educational activities is gained by completing a Problems or a Readings course. Readings should be used for individually tailored study restricted to reading and discussion. Problems should be used for all other types of activities, such as research in the field, laboratory or library.
2. In all cases, enrollment must be approved by a faculty member who will supervise the activity to insure that academic standards of the University and School are maintained. Activities must be planned, supervised and evaluated by a faculty member. Credit will not be given without these three essential characteristics being included in the individual study program. Typically, assignment of credit will conform to the guidelines for laboratory class work -- 4 to 6 hours per week equals 1 credit hour. Credit will not be given solely for work or services performed. Credit will be awarded only for activities meeting academic criteria prescribed by the faculty.
3. A student may be employed by, or provide volunteer services to the University or another public organization, agency or firm while pursuing individualized study provided the criteria set forth in paragraph 2 (above) are achieved.

Note: The Departments of Parks, Recreation and Tourism and Soil and Atmospheric Sciences offer specific courses of individualized study identified as PRT 4940 Internship (12 cr.) and Atm Sci 3000 Internship In Atmospheric Science (arranged credit). See the Parks, Recreation and Tourism Internship Manual and the Atmospheric Science Office for specific policies, rules and regulations.

**CURRICULUM CHANGE**  
(New Courses and Course Changes)

Seven curriculum designators are assigned to The School of Natural Resources: Atmospheric Science (ATM SC), Environmental Science (ENV SC), Fisheries and Wildlife (F&W), Forestry (FOREST), Natural Resources (NATR), Parks, Recreation and Tourism (PRT) and Soil Science (SOIL). Procedures for initiating a new course or changing an existing course are listed below.

1. Curriculum change forms can be downloaded from the Office of the University Registrar website at:  
[http://registrar.missouri.edu/Forms\\_Rooms\\_and%20Report\\_Requests/curriculum\\_changes.htm](http://registrar.missouri.edu/Forms_Rooms_and%20Report_Requests/curriculum_changes.htm)
  - The following forms are available:
    - \*New Course Proposal Form
    - \*Course Change Form
    - \*Undergraduate Topics Course Form
    - \*Graduate and Professional Topics Form
2. Submission Deadlines:
  - \*Fall Semester – January 10
  - \*Winter/Spring Semester – July 15
  - \*Summer Semester – January 10
  - Based on the above deadlines, it is important that sufficient lead time be provided in order to process any course change request through the various groups.
3. Both an electronic copy and a hard copy of all materials must be prepared for submission.
4. Materials to be submitted:
  - Course Proposal Form – Syllabus must be submitted
  - Course Change Form – Syllabus must be submitted for courses numbered 5000-9999
  - Undergraduate Topics Course Form – Syllabus, bibliography and other pertinent information, including prerequisites
  - Graduate Topics Course Form – Syllabus, bibliography and other pertinent information, including prerequisites
5. Departmental Approval – The specific request must first be approved by the faculty members of the department in which the particular course is taught. This will involve completion of the appropriate curriculum form as well as a course syllabus and any other supporting materials deemed necessary. The Department Chair must sign in the space noted for her/his signature on the curriculum form.
  - Topics courses need only be approved at the Department level.

\*Upon receiving Departmental approval, the Topics Course Form should be submitted to the SNR Academic Programs Office for room scheduling and submission to the appropriate campus office.

6. SNR Curriculum Committee Approval – Following departmental approval, the SNR Curriculum Committee reviews each course proposal. The course materials must be submitted to the chair of the SNR Curriculum Committee in both hard copy and electronic format.
  - If the course proposal is approved by the SNR Curriculum, it is then submitted to the entire SNR faculty for approval.
7. SNR Faculty Approval – Upon passage by the SNR Curriculum Committee, the chairperson presents the course proposal at the next SNR faculty meeting for a first reading. At the next SNR faculty meeting, a second reading is conducted and the proposal is voted on.
  - Waiver of second reading – the second reading can be waived if the faculty desires to vote on the proposal at the time of the first reading.
  - Electronic voting – The chair of the SNR Curriculum Committee may deem that a course proposal does not warrant discussion at a SNR faculty meeting, and utilize electronic voting instead (SNR Policy 37, adopted 3/14/06).
8. SNR Director’s signature – Upon approval by the SNR faculty, the Director of SNR will sign the appropriate form.
  - Cross-listed courses – Cross-listed courses must be forwarded to the chair of the cross-listed department for signature prior to submission.
9. Distribution of approved course change proposals – Upon receipt of the signed copy of the course change proposals from the Director of SNR, as well as the cross-listed department is applicable; file copies will be made and kept in the SNR Academic Programs Office. Hard copies and an electronic copy of the proposal and any additional materials will be distributed by the SNR Academic Programs Office as follows:
  - Undergraduate Course (1-4999) – Undergraduate Curriculum Committee – 128 Jesse Hall.
  - Graduate Course (7000-9999) – Graduate School – 210 Jesse Hall.
  - Cross-Listed Course (Undergraduate 4000-4999; Graduate 7000-7999 – Submit one form to the Undergraduate Curriculum Committee – 128 Jesse Hall and one form to the Graduate School – 210 Jesse Hall.
10. Insertion in Schedule of Courses – Upon notification of final approval from the Undergraduate Curriculum Committee or the Graduate School, the chair of the department in which the course resides will notify the responsible instructor to make sure the course is inserted in the appropriate semester’s Schedule of Courses.

**SENIOR COURSE PLAN FOR GRADUATION**

1. Students who have reached 90 hours in their degree program will be notified that they must contact their adviser to develop a Course Plan for Graduation of courses and/or requirements remaining in their program. The form is available from the SNR Academic Programs Office.
2. This plan must be completed and approved by the student, reviewed by the adviser, and checked and certified by the Director and filed in the SNR Academic Programs Office.
3. Failure to complete the course plan will result in the withholding of the student's registration until the plan has been filed.

Students will be provided a copy of their academic program checklist as maintained in the SNR Academic Programs Office.

5. If necessary, the Course Plan for Graduation may be changed with submission of a properly completed SNR Course Substitution form.

The **Course Plan for Graduation** will be distributed as follows: one copy to the student; one copy to the adviser for the student's records; one copy to the student's permanent academic file in the SNR Academic Programs Office.

## **POST-TENURE REVIEW**

### Review Process

Using the standards for promotion to the rank of Associate Professor from the P&T Guidelines, the SNR unit leader will review the tenured faculty member's performance over the previous five years. The information used for this evaluation will be the annual reports/evaluations and any other materials required by the Collected Rules and Regulations. In practice, it is anticipated that if all annual reviews are satisfactory, then only the annual reports/evaluations will be used by the unit leader for the post-tenure review. However, if one or more of the annual reviews are unsatisfactory during the five-year period, then all information specified in the Collected Rules, current vitae and a summary of activities, will be requested from the faculty member, along with any other information the faculty member wishes to provide. On the basis of this information, the SNR unit leader will make a determination whether the performance during the five-year period is satisfactory (meets minimum standards) or unsatisfactory. If it is judged to be satisfactory, the process is complete.

### Result of Unsatisfactory Review

If the unit leader's evaluation is unsatisfactory, then the case is referred to the SNR P&T Committee for review. The same information collected by the SNR unit leader in the review process will be provided to this committee, along with any further information the faculty member wishes to provide. If the committee determines that performance is satisfactory, the process is complete. If the committee (by a two-thirds vote) determines that performance is unsatisfactory, the case, along with a report from the unit leader and committee, is referred to the CAFNR dean.

*At every level of review, the faculty member will be provided with a copy of any written report that is part of these proceedings and will have the right of appeal of any evaluations, decisions, or recommendations to the next level of the process.*

The CAFNR dean will review the report and make a determination of the faculty member's performance for the five-year period. The dean may utilize a college-wide committee, such as the CAFNR Promotion and Tenure Committee, to assist with a recommendation. If the dean determines the faculty member's performance is satisfactory, the review process is complete. If the dean determines the performance is unsatisfactory, a plan for professional development will be written.

The professional development plan will be developed by the faculty member, the unit committee, a mutually agreed upon mediator from outside the department, and the unit leader. The plan will follow the guidelines outlined within the Collected Rules of the University. In accordance with that plan, a faculty member may not appeal the process of the plan. However, he/she may appeal to the next administrative level for help in the formulation of an acceptable development plan.

A faculty member with a plan for professional development will submit an annual progress report to the unit leader for three successive years after the plan has been initiated. The unit

leader will review the report and provide a written annual evaluation on the progress of the faculty member toward the objectives stated in the development plan. If the unit leader finds satisfactory progress for any two of the three years, the process will cease, and the faculty member will begin a new five-year cycle.

If the unit leader does not find satisfactory progress in two of the three years of the development plan, the chair will provide the annual reports and evaluations to the unit committee and the mediator. If the unit committee that includes the mediator finds satisfactory progress in two of the three years of the development plan, the process ceases, and the faculty member will begin a new five-year cycle.

If both the unit leader and the unit committee that includes the mediator do not find satisfactory progress in two of the three years of the development plan, the unit leader will provide annual reports and evaluations to the dean. If the dean finds satisfactory progress in two of the three years of the development plan, the process ceases, and the faculty member will begin a new five-year cycle. If the dean finds progress to be unsatisfactory, a report will be forwarded to the campus committee on Tenure and Promotion and to the Provost or Vice Chancellor for appropriate action.

Any faculty member may request participation in a formal development plan after two or more consecutive unsatisfactory annual evaluations. In addition unit leaders will strongly encourage faculty who have had three consecutive unsatisfactory annual evaluations to participate in a development plan.

**COMMENCEMENT PARTICIPATION POLICY**

Undergraduate students in The School of Natural Resources (SNR) are eligible to participate in a commencement ceremony if they meet the following criteria:

1. Have an approved SNR Course Plan for Graduation [SNR POLICY 34] on file in the SNR Academic Programs Office by the end of the eighth week of the semester in which they wish to participate in the commencement ceremony;
2. Have a MU cumulative grade point average that will be 2.00 or higher at the beginning of the semester in which they wish to participate in the commencement ceremony; and
3. Have completed sufficient coursework at MU such that they will have met all university, department, major and emphasis area requirements at the end of the semester in which they wish to participate in the commencement ceremony.

Exceptions to criteria #2 and #3 may be requested through a petition which states why the student will not meet the criteria in the semester in which they wish to participate in the commencement ceremony and indicates the expected date for meeting graduation requirements. The petition must be signed by the student, the student's adviser and the student's department chair, and approved by the SNR Associate Director of Academic Programs for the student to participate. The petition must be submitted by the end of the eighth week of the semester.

## **ELECTRONIC VOTING**

Voting by eligible SNR faculty may be conducted electronically for SNR issues that have been presented orally at an announced SNR faculty meeting. An exception to the requirement of initial oral presentation at a faculty meeting will be voting on issues that have been reviewed and acted upon by a standing committee, and deemed by the committee chair to not warrant discussion and a subsequent second reading at an announced SNR faculty meeting prior to voting.

Primary uses of electronic voting shall be to permit eligible faculty that are unable to attend a faculty meeting to vote, and to reduce time periods between a first and second reading.

Description of issues for which electronic voting is used shall be consistent with that given at the faculty meeting. Key discussion points relating to the issue that were made at the faculty meeting shall be included with the description.

When electronic voting is used, all votes shall be cast electronically. A ballot issue shall be considered passed when a majority of the votes cast within the stated response period are in favor of the issue.

Outcomes of electronic voting including numbers of yes/no votes cast, shall be recorded by the SNR Director (or his assistant), and results reported back to the voting faculty.

**IMPLEMENTATION OF MU GRANT AND CONTRACT INCENTIVE PLAN IN  
THE SCHOOL OF NATURAL RESOURCES (SNR)  
COLLEGE OF AGRICULTURE FOOD AND NATURAL RESOURCES (CAFNR)  
UNIVERSITY OF MISSOURI – COLUMBIA**

The MU Grant and Contract Incentive Plan (attached) is incorporated into this document by reference. This document serves to define the strategy and procedures that SNR will follow in implementing the MU GCI plan.

The GCI plan references two components that can serve as pools for providing incentive payments to eligible faculty.

Pool A – F&A costs collected by the campus – **10%** of the total F&A recovery in a given FY attributable to a faculty member would be eligible for distribution as an incentive payment

Pool B – total base salary costs shifted to qualifying grants in a given FY – **90%** of these salary savings would be eligible for distribution as an incentive payment.

Within the policies of the MU GCI Plan a faculty member could elect to receive all/some/none of the incentive pool(s) developed under the plan. The total amount eligible for a one-time payment (subject to the limitations in the GCI Plan) in the year following the FY where the calculations are made would be:

$$\text{POOL A} + \text{POOL B} = \text{Incentive Payment (IP)}$$

Note – to minimize transaction costs no payment will be made unless the total amount to be paid is **\$500** or more.

Note – Faculty whose grants are administered by a non-CAFNR unit (e.g. LSC) will be covered by the GCI policy of the administering unit.

**Campus limit of the Grant Incentive Plan**

According to the MU campus guidelines - “The maximum grant and contract incentive payment that could be paid directly to the faculty member as compensation will be the greater of \$30,000 or 30% of their base salary for the fiscal year. If the grant and contract incentive exceeds the maximum payable to the faculty member all additional grant and contract incentive funds will be managed in accordance with departmental and campus policy.”

**EXAMPLE**

During FY2006 an SNR faculty member has projects for which MU collects F&A and which also cover a portion of the faculty member’s base salary. During FY2006 the faculty member elects to take all of the GCI payments to which he/she is entitled.

|                    | F&A Collected | Shared Credit | Credited F&A |
|--------------------|---------------|---------------|--------------|
| Grant A            | \$8000        | 50%           | \$4000       |
| Grant B            | \$4000        | 100%          | \$4000       |
| Grant C            | \$30000       | 10%           | \$3000       |
| Total Credited F&A |               |               | \$11,000     |
| Pool A (@ 10%)     |               |               | \$1100       |

|                      | Base Salary Covered |
|----------------------|---------------------|
| Grant A              | \$0                 |
| Grant B              | \$6000              |
| Grant C              | \$1000              |
| Total Salary Savings | \$7000              |
| Pool B (@ 90%)       | \$6300              |

Total Incentive Payment = 1100 + 6300 = \$7400

**Note:** – all incentive payments will come from funds already allocated to the faculty member (e.g. RIF, salary savings). The specific source will be determined by the faculty member in consultation with the Director.

**FACULTY DISTRIBUTION SELECTION  
MU GRANT AND CONTRACT INCENTIVE PLAN  
THE SCHOOL OF NATURAL RESOURCES  
FISCAL YEAR 2006**

In consideration of the opportunity for an incentive compensation payment under the rules/policies of the MU Grant and Contract Incentive Plan (GCI Plan) and the Implementation Plan developed by The School of Natural Resources (SNR), which has been distributed to the SNR faculty, I elect to take any incentive payment for which I am eligible as follows (circle one):

100% (All)                      0% (None)                      \_\_\_\_\_% (specify percentage)

I further understand that any incentive payment I qualify for will occur in the fiscal year (FY) **following** the one on which the payment amount is based. I also understand that my incentive payment will come from funds already allocated to me under existing policy (e.g. RIF or salary savings).

Note: For FY2006 any payment made will be prorated based on the date that the SNR GCI Plan is approved.

REQUESTED BY:

SNR APPROVAL BY:

\_\_\_\_\_  
(Signature of faculty member) (Date)

\_\_\_\_\_  
(Signature) (Date)

Mark R. Ryan, SNR Director

\_\_\_\_\_  
(Print name of faculty member)

## MU FACULTY GRANT AND CONTRACT INCENTIVE (GCI) PLAN

### Specific Activities and Goals of the GCI;

This plan attempts to partially address two specific activities or behaviors that are directly addressed in MU's Strategic Plan:

- (1) to give incentives for faculty, staff, and students to increase both basic and applied research, and the necessary funding to support that research; and
- (2) to encourage, support, and reward creative risk-taking and entrepreneurial activity by faculty, staff, and administrators, especially creativity that crosses disciplinary and departmental lines to form collaborative programs of distinction.

The particular plan described in this document focuses solely on faculty by giving incentives for securing external support for research activities. This plan does not address incentives for staff, students and administrators. MU recognizes that we must develop plans to give financial and other incentives to students and all employees. The approach that we are taking is to develop a set of tools (e.g., Faculty Fellowship, Faculty Grant Incentive Plan) in a toolbox that can be used strategically by departmental/school/college administrators to encourage risk-taking and entrepreneurial behavior among all people associated with those units. This grant incentive program, however, is meant to be only one tool in the toolbox that school/college administrators can use to encourage those behaviors. Other programs that give incentives to staff, students, and administrators as well as faculty will be introduced in the future.

There are three main goals of this incentive plan.

- (1) The UM and MU strategic plans explicitly aim to increase research performance, and both strategic plans have increased research funding as a means and an outcome of that goal. This incentive plan rewards faculty for securing external research funds and thus will encourage faculty to seek more external support;
- (2) The MU strategic plan has a specific goal of retaining and recruiting the world's best faculty. In order to retain and recruit great faculty, MU must find ways to keep faculty compensation competitive with other AAU universities. This incentive plan is one mechanism in a "toolbox" that allows increased performance-based compensation of faculty that will help MU remain competitive in faculty recruitment and retention; and

- (3) The MU strategic plan emphasizes capturing sources of support in addition to tuition and state funding to operate the university. This plan encourages faculty to seek grants and contracts that provide full support for indirect costs of research (i.e., facilities and administrative costs or F&A) and to recover portions of their base salary from external grant and contract sponsors.

The program will be reviewed annually by the Provost and the Vice Provost for Research and modified as necessary to ensure that the results of its implementation are consistent with these goals.

## **Participation**

All colleges, schools, departments, and interdisciplinary units are eligible to participate in this program. All full-time regular or non-regular faculty members, who act as principal investigator or co-investigator on qualifying competitive grants and contracts, are eligible to participate in the program.

To qualify a grant or contract must recover 100% of the campus indirect cost (F & A) rate from the granting or contracting organization or 100% of the maximal indirect cost rate allowable by the granting or contracting organization. Questions related to whether a grant or contract “qualifies” should be directed to the Vice Provost for Research.

## **Guiding Principles Used In Calculating Incentive**

1. A faculty member’s incentive will be calculated using their entire portfolio of qualifying grants and contracts active during the fiscal year.
2. Indirect costs generated by the qualifying grant or contract will be divided between the principal investigator and co-investigator(s) in proportion to the shared credit stated for the grant or contract.
3. The compensation (salary) recovery used in calculating the annual grant and contract incentive for principal and co-investigator(s) will be the actual dollar amount of funds provided by the qualifying grant(s) or contract(s) that offset institutional funding of base salary.
4. Each department or interdisciplinary unit will develop a formula that calculates incentive awards for all faculty in that unit as a percentage of the total indirect cost received from qualifying grants and contracts, as credited to that unit through the shared credit system, during the fiscal year plus an additional percentage of total institutional compensation recovery of base salary during the fiscal year. For example, a unit might choose to base the incentive payment on 5% of their credited portion of total indirect cost received from qualifying grants and contracts during the fiscal year and 15% of the total recovery of base salary that fiscal year. This flexibility among units is important because of variation in the management of their share of F&A (RIF) and salary savings among units and to allow units to adjust the incentive formula to its specific market forces. All departments and other eligible units must submit their proposed incentive formulas plans for approval to their Deans or equivalent supervisors who will then forward them to the Provost for final approval.
5. At the beginning of each plan year, faculty will have the opportunity to choose whether to receive all, only a portion, or none of the incentive award as salary compensation. That

portion of the incentive award that they elect not to receive as salary compensation will be managed by established departmental and campus policies.

### **Incentive Payment Cap**

The maximum grant and contract incentive payment that could be paid directly to the faculty member as compensation will be the greatest of \$30,000 or 30% of their base salary for the fiscal year. If the grant and contract incentive exceeds the maximum payable to the faculty member all additional grant and contract incentive funds will be managed in accordance with departmental and campus policy. The purpose of this cap is to ensure that the incentive plan does not cause an improper imbalance between research and other faculty roles and responsibilities. However the amount of the cap, and even its existence, will be examined each year by the Provost to ensure that the cap is not defeating the goals of the incentive plan.

### **Payment**

The grant and contract incentive based on one fiscal year will be payable as a lump sum during the following fiscal year. Because the calculations of departmental shares of F&A are time intensive, a specific date can not yet be guaranteed. RIF and incentive calculations will be done in parallel and as quickly as possible. Fiscal year is currently defined as the period that begins on July 1 and ends on June 30. Incentive calculations need to be submitted to Accounting Services for review and approval. The MU Director of Accounting Services will forward the incentive calculations to the Provost for final approval. The incentives will then be paid on the next payroll cycle after such final approval.

The grant and contract incentive payment received as salary compensation will be a supplement to the recipient's regular annual compensation and will be subject to the applicable federal and state taxes and FICA withholdings.. It will be paid out as Additional Pay and is therefore not included in the retirement base salary. The grant and contract incentive payment should not affect a recipient's eligibility for merit or other salary increases.

### **Who Pays**

If the Dean holds RIF and salary savings then the Dean is responsible for GCI payment. If the department holds the RIF and salary savings then the department is responsible for the payment. If each holds a fraction of RIF and/or salary savings then both are responsible for proportionate payment of the GCI.

### **Change in Conditions**

Faculty who die or who transfer within the University into a position that would not entail securing extramural research funding would be entitled to a grant and contract incentive payment accrued to the date of death or transfer. A faculty member who leaves the University would forfeit all unpaid grant and contract incentive payments.

### **Sunset Clause**

In accordance with UM System guidelines, the plan would be terminated after five years. Renewal of the plan can be considered at this time.

