UNIVERSITY OF MISSOURI

BOARD OF CURATORS
MEETING AGENDA

June 19-20, 2014
Columbia, Missouri

All public session meetings to be held in the Columns Room 208 C, D & E of the Reynolds Alumni Center, University of Missouri campus, Columbia, Missouri unless otherwise noted.

THURSDAY, JUNE 19, 2014

10:45-11:15 A.M.  Photo Session for Board of Curators, President and Student Representative, Donrey Media Room, Reynolds Alumni Center

BOARD OF CURATORS MEETING – PUBLIC SESSION

11:30 A.M.  Call to Order

General Business

Information
   1.  Review Consent Agenda

Action
   1.  Resolution for Executive Session of Board of Curators Meeting, June 19-20, 2014

11:35 A.M.  Compensation and Human Resources Committee meeting
   (Curators Phillips, Bradley, Cupps, Goode, Henrickson)

Action
   1.  Resolution for Executive Session of the Compensation and Human Resources Committee Meeting

11:37 A.M.  Academic, Student and External Affairs Committee meeting
11:40 A.M.  COMBINED COMPENSATION AND HUMAN RESOURCES AND ACADEMIC, STUDENT AND EXTERNAL AFFAIRS COMMITTEE MEETING -EXECUTIVE SESSION (time is approximate)  
Donrey Media Room, Reynolds Alumni Center

The Compensation and Human Resources and the Academic, Student and External Affairs Committee will hold an executive session of the meeting on June 19, 2014 and June 20, 2014 as needed, pursuant to Section 610.021(1) RSMo, 610.021(12) RSMo, 610.021(13) RSMo, 610.021(14) RSMo for consideration of certain confidential or privileged communications with University Counsel, contract and personnel items as authorized by law and upon approval by resolution of the Compensation and Human Resources and Academic, Student and External Affairs Committees.

12:50 P.M.  BOARD OF CURATORS MEETING -EXECUTIVE SESSION (time is approximate)  
Donrey Media Room, Reynolds Alumni Center

The Board of Curators will hold an executive session of the June 19-20, 2014 meeting, pursuant to Sections 610.021(1) RSMo, 610.021(2) RSMo, 610.021(3) RSMo, 610.021(12) RSMo and 610.021(13) RSMo, for consideration of certain confidential or privileged communications with University Counsel, litigation, personnel and contract items all as authorized by law and upon approval by resolution of the Board of Curators.

1:30 P.M.  RECONVENE PUBLIC SESSION

1:30 P.M.  Combined Academic, Student and External Affairs and Compensation and Human Resources Committee meeting  
(Curators Steward, Covington, Cupps, Henrickson and Curators Phillips, Bradley, Cupps, Goode, Henrickson)

Information
1. Sexual Assault and Mental Health Task Force Update

Action
1. Amendments to the University’s Title IX and Related Policies
2. Temporary Delegation of Authority to the President Regarding Mental Health and Sexual Assault Issues
3. Adjourn Academic, Student and External Affairs Committee meeting
2:00 P.M.  **Compensation and Human Resources Committee meeting**  
(Curators Phillips, Bradley, Cupps, Goode, Henrickson)

**Information**
1. Total Rewards Task Force Recommendations

**Action**
1. Amendments to University’s Non-Discrimination Policies

2:30 P.M.  **Governance, Resources & Planning Committee meeting**  
(Curators Goode, Bradley, Covington)

**Action**
1. 2014 Campus Master Plan Update, MU
2. Adjourn, Governance, Resources & Planning Committee meeting

3:10 P.M.  **Audit Committee meeting**  
(Curators Henrickson, Bradley, Goode, Phillips, Steward)

**Information**
1. Internal Audit Quarterly Report, UM

**Action**
1. Approval of 2015 Internal Audit Engagement, UM
2. Adjourn Audit Committee Meeting

3:30 P.M.  **Finance Committee meeting**  
(Curators Covington, Cupps, Goode, Phillips, Steward)

**Information**
1. PwC Review of Finance Function, UM
2. Fiscal Year 2016 Preliminary Operating Appropriations Request, UM
3. Fiscal Year 2016 Preliminary State Capital Appropriations Request Overview, UM
4. Project Design, New College of Business Administration Building – Phase One, UMSL

**Action**
1. Fiscal Year 2015 Operating Budget, UM
2. Project Approval, Patient Centered Care Learning Center – School of Medicine Expansion, MU
3. Project Approval, New Residential Housing, Missouri S&T
4. Revised Project Budget and Funding Approval, Swallow Hall Renovation/Reconstruction, MU
5. Adjourn Finance Committee Meeting

5:00 P.M.  BOARD OF CURATORS MEETING -EXECUTIVE SESSION (time is approximate)
Donrey Media Room, Reynolds Alumni Center

The Board of Curators will hold an executive session of the June 19-20, 2014 meeting, pursuant to Sections 610.021(1), 610.021(2), 610.021(3), 610.021(12) and 610.021(13) RSMo, for consideration of certain confidential or privileged communications with University Counsel, litigation, personnel, property, and contract items all as authorized by law and upon approval by resolution of the Board of Curators.

5:45 P.M.  Recess Board of Curators Meeting

6:00 P.M.  University of Missouri System Awards Reception, Dinner and Program (By Invitation)
Hosted by the Board of Curators and University of Missouri System President
Stotler Lounge, Memorial Student Union
MU Campus

FRIDAY, JUNE 20, 2014

8:00 – 8:45A.M.  University of Missouri System Administration Breakfast with Board of Curators
Topic: Getting it Right
Presenter: Eric Evans, Emergency Management Coordinator
Location: Columns Room A&B, Reynolds Alumni Center

BOARD OF CURATORS MEETING – PUBLIC SESSION

9:00 A.M.  Call to Order

General Business

Information

  2. Board Chairman’s Report

AGENDA – 4
3. Information Technology Annual Report
4. University of Missouri Strategic Plan Highlights – Chancellor Loftin

**Consent Agenda**

**Action**
1. Minutes, April 1, 2014 Executive Committee Meeting
2. Minutes, April 10-11, 2014 Board of Curators Meeting
3. Minutes, April 10-11, 2014 Board of Curators Committee Meetings
4. Minutes, April 28, 2014 Board of Curators Special Meeting
5. Minutes, May 1, 2014 Board of Curators Special Meeting
6. Degrees, Summer Semester 2014 for all campuses
7. Approval of Spinal Cord Injuries and Congenital or Acquired Disease Processes Research Program Proposals
8. Rescind, CRR 430.010 Procedures for Administration of the Research Assistance Act SB 426, UM
9. Retroactive Degree, UMKC

**General Business**

**Information**
5. Good and Welfare of the Board

**Action**
2. Resolution, University of Missouri 175th Anniversary
3. Resolution, University of Missouri Extension 100th Anniversary

**Information**
6. President’s State of the University Address

**Action**
4. Adjourn Board of Curators Meeting, Public Session

**11:45 A.M. BOARD OF CURATORS COMPENSATION AND HUMAN RESOURCES COMMITTEE MEETING-EXECUTIVE SESSION**
(time is approximate)
Location: Donrey Media Room 211, Reynolds Alumni Center

The Compensation and Human Resources Committee will hold an executive session of the meeting on June 19, 2014 and June 20, 2014 as needed, pursuant to Section 610.021(1), 610.021(3), 610.021(12), 610.021(13) and 610.021(14) RSMo, for consideration of certain confidential or privileged communications with University Counsel, contract and personnel items, as authorized by law and upon approval by resolution of the Compensation and Human Resources Committee.
12:45 P.M.  BOARD OF CURATORS MEETING-EXECUTIVE SESSION (time is approximate)
Location: Donrey Media Room 211, Reynolds Alumni Center

The Board of Curators will hold an executive session of the June 19-20, 2014 meeting, pursuant to Sections 610.021(1), 610.021(2), 610.021(3), 610.021(12) and 610.021(13) RSMo, for consideration of certain confidential or privileged communications with University Counsel, litigation, personnel, property, and contract items all as authorized by law and upon approval by resolution of the Board of Curators.

Upcoming meetings of the Board of Curators:
July 25, 2014       TelePresence Meeting
October 2-3, 2014  University of Missouri-Kansas City
December 11-12, 2014 University of Missouri – St. Louis
GENERAL BUSINESS

DAY ONE
REVIEW CONSENT AGENDA

There are no materials for this information item.
No. 1

Recommended Action – Resolution for Executive Session of the Board of Curators Meeting, June 19-20, 2014

It was moved by Curator _________ and seconded by Curator __________, that there shall be an executive session with a closed record and closed vote of the Board of Curators meeting June 19-20, 2014 for consideration of:

- **Section 610.021(1), RSMo**, relating to matters identified in that provision, which include legal actions, causes of action or litigation, and confidential or privileged communications with counsel; and

- **Section 610.021(2), RSMo**, relating to matters identified in that provision, which include leasing, purchase, or sale of real estate; and

- **Section 610.021(3), RSMo**, relating to matters identified in that provision, which include hiring, firing, disciplining, or promoting of particular employees; and

- **Section 610.021(12), RSMo**, relating to matters identified in that provision, which include sealed bids and related documents and sealed proposals and related documents or documents related to a negotiated contract; and

- **Section 610.021 (13), RSMo**, relating to matters identified in that provision, which include individually identifiable personnel records, performance ratings, or records pertaining to employees or applicants for employment.

Roll call vote of the Board: 

<table>
<thead>
<tr>
<th>Yes</th>
<th>No</th>
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<tbody>
<tr>
<td>Curator Bradley</td>
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<tr>
<td>Curator Covington</td>
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<td>Curator Cupps</td>
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<td>Curator Downing</td>
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<td>Curator Goode</td>
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<td>Curator Henrickson</td>
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<td>Curator Phillips</td>
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<td>Curator Steward</td>
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</table>

The motion ____________.
The Compensation and Human Resources Committee may have referred to it matters relating to the compensation, benefits and other human resource functions of the University and associated programs and policies.

1. The Vice President for Human Resources of the University of Missouri or some other person or persons designated by the President of the University shall be an ex officio member of this Committee.

2. The Compensation and Human Resources Committee shall be the Board Committee for executive compensation based on established individual dollar threshold and multi-year contract arrangements; Retirement Disability and Death Benefits Program; medical plan and all other benefit programs of the University; human resource and labor policy; and attendant financial considerations associated with these programs with the exception of the Retirement Trust. The Compensation and Human Resources Committee has broad responsibility for oversight in matters involving personnel and compensation throughout the University. The President shall regularly consult with the committee in the following areas:
   a. Multi-year employment contracts and extensions;
   b. Compensation and salary levels for General Officers, faculty, and staff;
   c. Performance and annual review protocols;
   d. Market and wage comparator groups;
   e. Evaluating benefits, retirement, and post-retirement plans; and
   f. Promulgating employee recruitment, hiring, and termination policies.
### Annual Compensation and Human Resources Committee Meeting Topics

<table>
<thead>
<tr>
<th>Time Period</th>
<th>Topic</th>
</tr>
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<tbody>
<tr>
<td>January/February</td>
<td>Annual Benefits Update</td>
</tr>
<tr>
<td>March/April</td>
<td>Annual retirement plan actuarial report &amp; required contribution</td>
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<tr>
<td>June</td>
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<tr>
<td>July</td>
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<td>September/October</td>
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<td>November/December</td>
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</table>
Recommended Action - Resolution for Executive Session of the Compensation and Human Resources Committee, June 19-20, 2014

It was moved by Curator __________ and seconded by Curator __________, that there shall be an executive session with a closed record and closed vote of the Board of Curators Compensation and Human Resources Committee meeting on June 19-20, 2014, for consideration of:

- Section 610.021(1), RSMo, relating to matters identified in that provision, which include legal actions, causes of action or litigation, and confidential or privileged communications with counsel; and

- Section 610.021(3), RSMo, relating to matters identified in that provision, which include hiring, firing, disciplining, or promoting of particular employees; and

- Section 610.021(12), RSMo, relating to matters identified in that provision, which include sealed bids and related documents and sealed proposals and related documents or documents related to a negotiated contract; and

- Section 610.021(13), RSMo, relating to matters identified in that provision, which include individually identifiable personnel records, performance ratings, or records pertaining to employees or applicants for employment; and

- Section 610.021(14), RSMo, relating to matters which are protected from disclosure by law.

Roll call vote of the Committee: YES NO
Curator Bradley
Curator Cupps
Curator Goode
Curator Henrickson
Curator Phillips

The motion ____________________.

June 19-20, 2014

OPEN – C&HR – 1-1
ACADEMIC, STUDENT AND EXTERNAL AFFAIRS COMMITTEE

David L. Steward, Chairman
Ann K. Covington
Donald L. Cupps
Pamela Q. Henrickson
Tracy H. Mulderig-Student Representative

The Academic, Student and External Affairs Committee may have referred to it matters relating to curricula, faculty and student affairs, government relations and external relations.

1. The Vice President for Academic Affairs, the Vice President for Government Relations and the Assistant Director of Strategic Communications, of the University or some other person(s) designated by the President shall be an ex officio member of this Committee and be responsible for the agenda and for transmitting Committee recommendations.

2. The Academic, Student and External Affairs Committee shall be the Board Committee on external affairs and shall be responsible for review of University of Missouri System, including each campus, activities and efforts that effect public perception of the entire University System and its mission.

   a. Coordinate policy and planning relative to institutional relations with outside constituencies in conjunction with the President of the University and the offices of Governmental Relations and Strategic Communications. This may include activities pertaining to government affairs, alumni affairs, community relations, parent organizations and the media.

   b. Consider, with the President, all recommendations and observations that the Board directs to the committee and to report to the Board all recommended actions and policies for Board consideration to advance the University.
c. Support long range planning efforts of the Board by developing plans aimed toward elevating the status of public higher education to all local, state and federal constituencies and agencies, including the Missouri Legislature and the general public.

d. Assist the Board and administration with articulating the mission of the University, its resource and revenue requirements to all local, state and federal constituencies and agencies, including the Missouri Legislature and the general public.

e. Assist the Board and the University administration (the University System and each of its campuses), in establishing and maintaining such development and fund raising policies, procedures and programs as are deemed appropriate to obtain donor financial support for the University as a whole and each of its campuses in order to fulfill identified financial goals necessary for the University to accomplish its mission. The committee shall assist the Board in identifying ways to participate and encourage active participation of the Board and its individual members in the development activities of the University.
## Annual Academic, Student & External Affairs Committee Meeting Topics

<table>
<thead>
<tr>
<th>Month</th>
<th>Topics</th>
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<tbody>
<tr>
<td>January/February</td>
<td>Review Financial Aid Report (either in December or January)</td>
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<td>Review Strategic Plan Dashboard</td>
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<td>University Relations Update</td>
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<td>March/April</td>
<td>Approve Spring Semester Degrees (Consent)</td>
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<td>University Relations Update</td>
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<td>June</td>
<td>Approve Summer Semester Degrees (Consent)</td>
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<td>University Relations Update</td>
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<td>July</td>
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<td>September/October</td>
<td>Strategic Plan Annual Report</td>
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<td>Approve Fall Semester Degrees (Consent)</td>
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<tr>
<td>November/December</td>
<td>Review Financial Aid Report (either in December or January)</td>
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<td></td>
<td>Review of the Fall Enrollment Report</td>
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</table>
It was moved by Curator __________ and seconded by Curator __________, that there shall be an executive session with a closed record and closed vote of the Board of Curators Academic, Student and External Affairs Committee meeting on June 19-20, 2014, for consideration of:

- Section 610.021(1), RSMo, relating to matters identified in that provision, which include legal actions, causes of action or litigation, and confidential or privileged communications with counsel; and
- Section 610.021(12), RSMo, relating to matters identified in that provision, which include sealed bids and related documents and sealed proposals and related documents or documents related to a negotiated contract; and
- Section 610.021(13), RSMo, relating to matters identified in that provision, which include individually identifiable personnel records, performance ratings, or records pertaining to employees or applicants for employment; and
- Section 610.021(14), RSMo, relating to matters which are protected from disclosure by law.

Roll call vote of the Committee: YES  NO
Curator Covington
Curator Cupps
Curator Henrickson
Curator Steward

The motion ____________________ .
COMBINED

ACADEMIC, STUDENT & EXTERNAL AFFAIRS

AND

COMPENSATION AND HUMAN RESOURCES

COMMITTEE MEETING
Sexual Assault and Mental Health Task Force Update

The University must ensure that we have a culture of respect and an environment of safety for everyone. In January 2014, President Timothy Wolfe created the system-wide Mental Health and Sexual Assault Task Force. The task force was charged with leading a comprehensive review of all policies, procedures, and practices concerning the prevention and reporting of sexual assaults and the availability of mental health services. Each of our campuses must have the necessary resources to educate the campus community about sexual assault and prevention, as well as an effective process for reporting such incidents, plus adequate capacity to address mental health issues among our students, faculty and staff.

In order to fulfill its charge, the task force has divided its work into three phases: (1) an inventory of resources available, (2) an assessment of all policies, practices and procedures, and (3) a set of recommendations for both policies and practices and resources allocations.

This item is presented to the Board of Curators as an update to the work of the task force.
Introduction

• Objective: Create a safe and secure environment for students and employees.

• Task Force Membership
  • Deborah Noble-Triplett, Assistant Vice President for Academic Affairs, UM System & Task Force Chair
  • Curt Coonrod, Vice Provost for Student Affairs, UMSL
  • Michael Middleton, Deputy Chancellor, MU
  • Debra Robinson, Vice Chancellor for Student Affairs, Missouri S&T
  • Mel Tyler, Vice Chancellor for Student Affairs, UMKC
Charge

As our state's land-grant public institution, it is imperative that we set an example in making sure our campuses take an active role in addressing sexual assault and mental illness and prompting a campus culture of respect, for students, faculty and staff. I am directing each campus to lead a comprehensive review of your campuses' respective policies, training and procedures concerning the prevention and reporting of sexual assaults and the availability of mental health services. We must ensure that each of our campuses has the necessary resources to educate the campus community about sexual assault and prevention, as well as an effective process for reporting such incidents, plus adequate capacity to address mental health issues among our students, faculty and staff. Once we have done a complete examination of our policies and procedures on our campuses and identified any areas of need, I am pledging to make available any additional resources, including funding from the UM System budget, to our campuses to ensure that we are addressing this issue in the appropriate manner. As representatives appointed by your chancellor, I am asking you to also volunteer new ideas and new investments that are necessary to ensure the safety of our students.
Completed to Date

- **Phase I**
  - Inventory of mental health resources
  - Inventory of sexual assault resources
  - Inventory of relevant policies, practices and procedures

- **Phase II**
  - Assessment of sexual assault and mental policies, practices and procedures
  - Engage consultant
  - Campus debriefings: Observations and recommendations of sexual assault resources

- **National Conversation**
  - White House Task Force and US Senate Roundtables
Assessment Highlights

• Collaborative and “can do” spirit
• Best practices exhibited in certain areas
• Extensive array of resources (campus and community) across the system
• Overcoming silos and fragmentation
• Communication and coordination
• A place of safety and confidentiality
• Unintended consequences
• Benchmarks and evaluative processes
Next Steps

• Phase II
  - Campus Debriefings: Observations and recommendations of mental health resources
  - Finalize recommendations
  - Task Force comprehensive review

• Phase III
  - Develop resource recommendations:
    • System-wide
    • Campus and system specific
  - Policy and practice recommendations:
    • System-wide
    • Campus and system specific
Phase III cont.

- Develop implementation plans
- Develop and implement communications, training and related resources

Goal: Be the model and exemplar in higher education
QUESTIONS
Amendments to the University’s Title IX and Related Policies

In January 2014, President Wolfe launched an intensive effort to review, evaluate and improve the University’s policies and practices relating to sexual assaults and mental health. The goal of the effort is to become a leader and exemplar of best practices in higher education. A Mental Health and Sexual Assault Task Force was formed which has, among other things, created and published an inventory of services available to students and others; reviewed and assessed existing policies and practices related to sexual assault and mental health; and made recommendations for changes in certain Collected Rules and Regulations, with the expectation that more will be proposed once University constituencies have been consulted.

The President and the Task Force are recommending what they believe to be non-controversial amendments to the Collected Rules for consideration by the Board. The proposed amendments to the University’s Collected Rules and Regulations are attached. The President and the Task Force anticipate recommending additional changes to enhance the University’s Title IX and mental health programs after University constituencies have been consulted.
Recommended Action – Amendments to University’s Title IX and Related Policies

It was recommended by the Mental Health and Sexual Assault Task Force, endorsed by President Wolfe, moved by Curator ____________ and seconded by Curator ____________, that the following action be approved:

The University’s Title IX and related policies, including Collected Rules and Regulations 200.010, 200.020, 330.060, 330.062 and 330.065, be amended, as set forth in the attached amended rules.

Roll call vote of Committees: YES NO
Curator Bradley
Curator Covington
Curator Cupps
Curator Goode
Curator Henrickson
Curator Phillips
Curator Steward

The motion ____________.

Roll call vote of Board: YES NO
Curator Bradley
Curator Covington
Curator Cupps
Curator Downing
Curator Goode
Curator Henrickson
Curator Phillips
Curator Steward

The motion ________________.
200.010 Standard of Conduct

Chapter 200: Student Conduct

Amended Bd. Min. 3-20-81; Bd. Min. 8-3-90, Bd. Min 5-19-94; Bd. Min. 5-24-01, Bd. Min. 7-27-12; Bd. Min. 12-7-12.

A student enrolling in the University assumes an obligation to behave in a manner compatible with the University's function as an educational institution and voluntarily enters into a community of high achieving scholars. Consequently, students assume new privileges along with new responsibilities in accordance with the University's mission and expectations.

These expectations have been established in order to protect a specialized environment conducive to learning which fosters integrity, academic success, personal and professional growth, and responsible citizenship.

A. Jurisdiction of the University of Missouri generally shall be limited to conduct which occurs on the University of Missouri premises or at University-sponsored or University-supervised functions. However, nothing restrains the administration of the University of Missouri from taking appropriate action, including, but not limited to, the imposition of sanctions under Section 200.020(C), against students for conduct on or off University premises in order to protect the physical safety of students, faculty, staff, and visitors. In addition, a student who believes that he or she has been discriminated against based upon his or her sex —may file a complaint with the Title IX Coordinator for the campus in accordance with the provisions of Section 330.062 of the Collected Rules and Regulations. See contact information for campus Title IX Coordinators contained in Section 330.062.

B. Conduct for which students are subject to sanctions falls into the following categories:

1. Academic dishonesty, such as cheating, plagiarism, or sabotage. The Board of Curators recognizes that academic honesty is essential for the intellectual life of the University. Faculty members have a special obligation to expect high standards of academic honesty in all student work. Students have a special obligation to adhere to such standards. In all cases of academic dishonesty, the instructor shall make an academic judgment about the student's grade on that work and in that course. The instructor shall report the alleged academic dishonesty to the Primary Administrative Officer.

   a. The term cheating includes but is not limited to: (i) use of any unauthorized assistance in taking quizzes, tests, or examinations; (ii) dependence upon the aid of sources beyond those authorized by the instructor in writing papers, preparing reports, solving problems, or carrying out other assignments; (iii) acquisition or possession without permission of tests or other academic material belonging to a member of the University faculty or staff; or (iv) knowingly providing any unauthorized assistance to another student on quizzes, tests, or examinations.

   b. The term plagiarism includes, but is not limited to: (i) use by paraphrase or direct quotation of the published or unpublished work of another person without
fully and properly crediting the author with footnotes, citations or bibliographical reference; (ii) unacknowledged use of materials prepared by another person or agency engaged in the selling of term papers or other academic materials; or (iii) unacknowledged use of original work/material that has been produced through collaboration with others without release in writing from collaborators.

c. The term *sabotage* includes, but is not limited to, the unauthorized interference with, modification of, or destruction of the work or intellectual property of another member of the University community.

2. **Forgery, alteration, or misuse** of University documents, records or identification, or knowingly furnishing false information to the University.

3. **Obstruction or disruption** of teaching, research, administration, conduct proceedings, or other University activities, including its public service functions on or off campus.

4. **Physical abuse** or other conduct which threatens or endangers the health or safety of any person including, without limitation, conduct commonly known as hazing, which is directed at a student or prospective member of a student organization for the purpose of initiation or admission to or continued membership in such student organization, and *Intimate Partner/Relationship Violence*, which includes violence between those who are in an intimate relationship with each other.

5. **Nonconsensual Sexual Misconduct behavior** including but not limited to nonconsensual sexual intercourse; nonconsensual sexual assault; nonconsensual sexual touching of the genitals, breast or anus of another person or the nonconsensual sexual touching of another with one’s own genitals whether directly or through the clothing; or exposing one’s genitals to another under circumstances in which he or she should reasonably know that his or her conduct is likely to cause affront or alarm; or sexual harassment, as defined in Section 330.060 of the Collected Rules and Regulations. For purposes of this policy, the term nonconsensual includes, without limitation, circumstances in which the alleged victim was incapacitated by alcohol, drugs or other circumstances and, therefore, incapable of consenting.

6. **Stalking** another by following or engaging in a course of conduct with no legitimate purpose that puts another person reasonably in fear for his or her safety or would cause a reasonable person under the circumstances to be frightened, intimidated or emotionally distressed. *Intimate Partner/Relationship Violence* includes violence between those who are in an intimate relationship with each other.

7. **Harassment**, outside the scope of sexual harassment defined in Section 200.010B.5 above, by engaging in a course of conduct directed at a specific person that serves no legitimate purpose that would cause a reasonable person under the circumstances to be frightened, intimidated, or emotionally distressed.

8. **Invasion of privacy** by photographing or recording (using electronic or other means) another person in a state of full or partial nudity in a place where one would have a
reasonable expectation of privacy without that person’s consent, and distributing or transmitting one or more such that images, photographs or recordings without that person’s consent.

9. Participating in attempted or actual theft of, damage to, or possession without permission of property of the University or of a member of the University community or of a campus visitor.

10. Unauthorized possession, duplication or use of keys to any University facilities or unauthorized entry to or use of University facilities.

11. Violation of University policies, rules or regulations or of campus regulations including, but not limited to, those governing residence in University-provided housing, or the use of University facilities, or the time, place and manner of public expression or the prohibition against retaliation contained in the policy on sexual harassment found in Section 330.060 of the Collected Rules and Regulations.

12. Manufacture, use, possession, sale or distribution of alcoholic beverages or any controlled substance without proper prescription or required license or as expressly permitted by law or University regulations, including operating a vehicle on University property, or on streets or roadways adjacent to and abutting a campus, under the influence of alcohol or a controlled substance as prohibited by law of the state of Missouri.

13. Disruptive or disorderly conduct or lewd, indecent, or obscene conduct or expression.

14. Failure to comply with directions of University officials acting in the performance of their duties.

15. The illegal or unauthorized possession or use of firearms, explosives, other weapons, or hazardous chemicals.

16. Misuse in accordance with University policy of computing resources, including but not limited to:

   a. Actual or attempted theft or other abuse.

   b. Unauthorized entry into a file to use, read, or change the contents, or for any other purpose.

   c. Unauthorized transfer of a file.

   d. Unauthorized use of another individual's identification and password.

   e. Use of computing facilities to interfere with the work of another student, faculty member, or University official.

   f. Use of computing facilities to interfere with normal operation of the University computing system.
g. Knowingly causing a computer virus to become installed in a computer system or file.
200.010 Standard of Conduct

Chapter 200: Student Conduct

Amended Bd. Min. 3-20-81; Bd. Min. 8-3-90, Bd. Min 5-19-94; Bd. Min. 5-24-01, Bd. Min. 7-27-12; Bd. Min. 12-7-12.

A student enrolling in the University assumes an obligation to behave in a manner compatible with the University's function as an educational institution and voluntarily enters into a community of high achieving scholars. Consequently, students assume new privileges along with new responsibilities in accordance with the University's mission and expectations. These expectations have been established in order to protect a specialized environment conducive to learning which fosters integrity, academic success, personal and professional growth, and responsible citizenship.

A. Jurisdiction of the University of Missouri generally shall be limited to conduct which occurs on the University of Missouri premises or at University-sponsored or University-supervised functions. However, nothing restrains the administration of the University of Missouri from taking appropriate action, including, but not limited to, the imposition of sanctions under Section 200.020(C), against students for conduct on or off University premises in order to protect the physical safety of students, faculty, staff, and visitors. In addition, a student who believes that he or she has been discriminated against based upon his or her sex may file a complaint with the Title IX Coordinator for the campus in accordance with the provisions of Section 330.062 of the Collected Rules and Regulations. See contact information for campus Title IX Coordinators contained in Section 330.062.

B. Conduct for which students are subject to sanctions falls into the following categories:

1. Academic dishonesty, such as cheating, plagiarism, or sabotage. The Board of Curators recognizes that academic honesty is essential for the intellectual life of the University. Faculty members have a special obligation to expect high standards of academic honesty in all student work. Students have a special obligation to adhere to such standards. In all cases of academic dishonesty, the instructor shall make an academic judgment about the student's grade on that work and in that course. The instructor shall report the alleged academic dishonesty to the Primary Administrative Officer.

   a. The term cheating includes but is not limited to: (i) use of any unauthorized assistance in taking quizzes, tests, or examinations; (ii) dependence upon the aid of sources beyond those authorized by the instructor in writing papers, preparing reports, solving problems, or carrying out other assignments; (iii) acquisition or possession without permission of tests or other academic material belonging to a member of the University faculty or staff; or (iv) knowingly providing any unauthorized assistance to another student on quizzes, tests, or examinations.
b. The term **plagiarism** includes, but is not limited to: (i) use by paraphrase or direct quotation of the published or unpublished work of another person without fully and properly crediting the author with footnotes, citations or bibliographical reference; (ii) unacknowledged use of materials prepared by another person or agency engaged in the selling of term papers or other academic materials; or (iii) unacknowledged use of original work/material that has been produced through collaboration with others without release in writing from collaborators.

c. The term **sabotage** includes, but is not limited to, the unauthorized interference with, modification of, or destruction of the work or intellectual property of another member of the University community.

2. **Forgery, alteration, or misuse** of University documents, records or identification, or knowingly furnishing false information to the University.

3. **Obstruction or disruption** of teaching, research, administration, conduct proceedings, or other University activities, including its public service functions on or off campus.

4. **Physical abuse** or other conduct which threatens or endangers the health or safety of any person including, without limitation, conduct commonly known as hazing, which is directed at a student or prospective member of a student organization for the purpose of initiation or admission to or continued membership in such student organization, and intimate partner/relationship violence, which includes violence between those who are in an intimate relationship with each other.

5. **Sexual Misconduct** including but not limited to nonconsensual sexual intercourse; nonconsensual sexual contact involving the sexual touching of the genitals, breast or anus of another person or the nonconsensual sexual touching of another with one’s own genitals whether directly or through the clothing; or exposing one’s genitals to another under circumstances in which he or she should reasonably know that his or her conduct is likely to cause affront or alarm; sexual exploitation; or sexual harassment, as defined in Section 330.060 of the Collected Rules and Regulations. For purposes of this policy, the term nonconsensual includes, without limitation, circumstances in which the alleged victim was incapacitated by alcohol, drugs or other circumstances and, therefore, incapable of consenting.

6. **Stalking** another by following or engaging in a course of conduct with no legitimate purpose that puts another person reasonably in fear for his or her safety or would cause a reasonable person under the circumstances to be frightened, intimidated or emotionally distressed.

7. **Harassment**, outside the scope of sexual harassment defined in Section 200.010B.5 above, by engaging in a course of conduct directed at a specific person that serves no legitimate purpose that would cause a reasonable person under the circumstances to be frightened, intimidated, or emotionally distressed.
8. **Invasion of privacy** by photographing or recording (using electronic or other means) another person in a state of full or partial nudity in a place where one would have a reasonable expectation of privacy without that person's consent, and distributing or transmitting one or more such images, photographs or recordings without that person's consent.

9. **Participating in attempted or actual theft** of, damage to, or possession without permission of property of the University or of a member of the University community or of a campus visitor.

10. **Unauthorized possession**, duplication or use of keys to any University facilities or unauthorized entry to or use of University facilities.

11. **Violation of University policies**, rules or regulations or of campus regulations including, but not limited to, those governing residence in University-provided housing, or the use of University facilities, or the time, place and manner of public expression or the prohibition against retaliation contained in the policy on sexual harassment found in Section 330.060 of the Collected Rules and Regulations.

12. **Manufacture, use, possession, sale or distribution of alcoholic beverages or any controlled substance** without proper prescription or required license or as expressly permitted by law or University regulations, including operating a vehicle on University property, or on streets or roadways adjacent to and abutting a campus, under the influence of alcohol or a controlled substance as prohibited by law of the state of Missouri.

13. **Disruptive or disorderly conduct** or lewd, indecent, or obscene conduct or expression.

14. **Failure to comply** with directions of University officials acting in the performance of their duties.

15. **The illegal or unauthorized possession or use of firearms**, explosives, other weapons, or hazardous chemicals.

16. **Misuse in accordance with University policy of computing resources**, including but not limited to:
   
   a. Actual or attempted theft or other abuse.

   b. Unauthorized entry into a file to use, read, or change the contents, or for any other purpose.

   c. Unauthorized transfer of a file.

   d. Unauthorized use of another individual's identification and password.

   e. Use of computing facilities to interfere with the work of another student, faculty member, or University official.
f. Use of computing facilities to interfere with normal operation of the University computing system.

g. Knowingly causing a computer virus to become installed in a computer system or file.
Collected Rules and Regulations
Programs, Courses and Student Affairs
Chapter 200: Student Conduct

200.020 Rules of Procedures in Student Conduct Matters

Bd. Min. 11-8-68, Amended Bd. Min. 3-20-81; Bd. Min. 12-8-89, Amended 5-19-94; Bd. Min. 5-24-01; Amended Bd. Min 7-27-12.

A. **Preamble.** The following rules of procedure in student conduct matters are hereby adopted in order to insure insofar as possible and practicable (a) that the requirements of procedural due process in student conduct proceedings will be fulfilled by the University, (b) that the immediate effectiveness of Section 10.030, which is Article V of the Bylaws of the Board of Curators relating to student conduct and sanctions may be secured for all students in the University of Missouri, and (c) that procedures shall be definite and determinable within the University of Missouri, and (d) that the requirements of Title IX of the Education Amendments of 1972, as amended, (hereafter “Title IX”) as well as other federal legislation (e.g.: The Jeanne Clery Disclosure of Campus Security Policy and Campus Crime Statistics Act (20 USC § 1092(f)) are followed with respect to student conduct matters which involve alleged sexual misconduct and other misconduct alleged to constitute sex discrimination, as defined in Section 330.060 and Section 330.062 of the Collected Rules and Regulations.

B. **Definitions.** As used in these rules, the following definitions shall apply:

1. **Primary Administrative Officers.** As used in these procedures, the Chief Student Affairs Administrator on each campus is the Primary Administrative Officer except in cases of academic dishonesty, where the Chief Academic Administrator is the Primary Administrative Officer. Each Primary Administrative Officer may appoint designee(s) who are responsible for the administration of these conduct procedures, provided all such appointments must be in writing, filed with the Chancellor of the campus, and the office of General Counsel. The Primary Administrator’s Office will certify in writing that the given designee has been trained in the administration of student conduct matters.

2. **Student Panel.** A panel of students appointed by the Chancellor, from which shall be selected by the Chair, upon the request of an accused student charged before the Student Conduct Committee, not more than three students to serve with the Student Conduct Committee.

3. **Student.** A person having once been admitted to the University who has not completed a course of study and who intends to or does continue a course of study
in or through one of the campuses of the University. For the purpose of these rules, student status continues whether or not the University's academic programs are in session.

4. **Student Conduct Committee.** As used in these procedures, "Student Conduct Committee," hereinafter referred to as the Committee, is that body on each campus which is authorized to conduct hearings and to make dispositions under these procedures or a Hearing Panel of such body as herein defined.

5. **Complainant.** As used in these procedures, the term “complainant” refers to the alleged victim and/or the person who brings allegations of sexual misconduct or other misconduct alleged to constitute sex discrimination to the attention of the Primary Administrative Officer or designee.

6. **Hearing Panel.** As used in these procedures, the term “hearing panel” refers to the part of the Student Conduct Committee described in Section 200.020E.3(b) below.

C. **Sanctions.**

1. The following sanctions may be imposed upon any student found to have violated the Student Conduct Code; more than one of the sanctions may be imposed for any single violation:

   a. Warning. A notice in writing to the student that the student is violating or has violated institutional regulations.
   b. Probation. A written reprimand for violation of specified regulations. Probation is for a designated period of time and includes the probability of more severe sanctions if the student is found to be violating any institutional regulation(s) during the probationary period.
   c. Loss of Privileges. Denial of specified privileges for a designated period of time.
   d. Restitution. Compensation for loss, damage, or injury to the University or University property. This may take the form of appropriate service and/or monetary or material replacement.
   e. Discretionary Sanctions. Work assignments, service to the University, or other related discretionary assignments.
   f. Residence Hall Suspension. Separation of the student from the residence halls for a definite period of time, after which the student is eligible to return. Conditions for readmission may be specified.
   g. Residence Hall Expulsion. Permanent separation of the student from the residence halls.
   h. University Dismissal. An involuntary separation of the student from the institution for misconduct apart from academic requirements. It is less than permanent in nature and does not imply or state a minimum separation time.
i. University Suspension. Separation of the student from the University for a
definite period of time, after which the student is eligible to return. Conditions
for readmission may be specified.

j. University Expulsion. Permanent separation of the student from the University.

2. **Temporary Suspension.** The Chancellor or Designee may at any time temporarily
suspend or deny readmission to a student from the University pending formal
procedures when the Chancellor or Designee finds and believes from available
information that the presence of a student on campus would seriously disrupt the
University or constitute a danger to the health, safety, or welfare of members of the
University community. The appropriate procedure to determine the future status of
the student will be initiated within seven calendar days.

D. **Records Retention.** Student conduct records shall be maintained for five years after
University action is completed.

E. **Policy and Procedures.**

1. **Preliminary Procedures.** The Primary Administrative Officer/Designee(s) shall
investigate any reported student misconduct before initiating formal conduct
procedures and give the student and, in cases involving alleged sexual misconduct or
other misconduct alleged to constitute sex discrimination, the complainant the
opportunity to present a personal version of the incident or occurrence. The Primary
Administrative Officer/Designee(s) shall utilize the preponderance of the evidence
standard in deciding whether or not to initiate formal conduct procedures and in
deciding whether or not to offer an informal disposition in accordance with Section
200.020E.2 below. The Primary Administrative Officer/Designee(s) may discuss with
any student such alleged misconduct and the student shall attend such consultation
as requested by the Primary Administrative Officer/Designee(s). The Primary
Administrative Officer/Designee(s), in making an investigation and disposition, may
utilize student courts and boards and/or divisional deans to make
recommendations.

2. **Informal Dispositions.** The Primary Administrative Officer/Designee(s) shall have the
authority to make a determination and to impose appropriate sanctions and shall fix
a reasonable time within which the student shall accept or reject a proposed
informal disposition. A failure of the student either to accept or reject within the
time fixed may be deemed by the University to be an acceptance of the
determination, provided the student has received written notice of the proposed
determination and the result of the student's failure to formally reject and, in such
event, the proposed disposition shall become final upon expiration of such time. If
the student rejects informal disposition it must be in writing and shall be forwarded
to the Committee. The Primary Administrative Officer/Designee(s) may refer cases
to the Committee without first offering informal disposition.
3. **Formal Procedure and Disposition.**

a. **Student Conduct Committee:**

1) The Committee shall be appointed by the Vice Chancellor for Student Affairs and shall have the authority to impose appropriate sanctions upon any accused student or students appearing before it.

2) When deemed appropriate or convenient by the Chair of the Committee, may be divided by the Chair of the Committee may divide the Committee into Hearing Panels each consisting of no less than five (5) Committee members of which no more than two (2) shall be students. If the Chair creates such Hearing Panels, the Chair of the Committee shall designate a Hearing Panel Chair. each panel to be composed of at least five Committee members, which may include a maximum of two students, present at the hearing, including a designated chair. A Hearing Panel has the authority of the whole Committee in those cases assigned to it. The Chair of the Committee or of a Hearing Panel Chair shall count as one member of the Committee or Hearing Panel and have the same rights as other members.

3) Each Vice Chancellor for Student Affairs shall appoint a panel of students, to be known as the Student Panel. Upon written request of an accused student student charged before the Committee or, in cases involving allegations of sexual misconduct or other misconduct alleged to constitute sex discrimination, upon the written request of the complainant, made at least seventy-two (72) hours prior to the hearing, the Chair of the Committee or Hearing Panel shall appoint from the Student Panel not more than three students to sit with the Committee or the Hearing Panel Chair shall appoint two students to sit with the Hearing Panel (as stated in 4.a.2) for that particular case. When students from the Student Panel serve as members of the Committee or as members of the Hearing Panel at the request of a student charged, they shall have the same rights as other members of the Committee or Hearing Panel.

b. **General Statement of Procedures.** A student accused of with violating a breach of the Student Conduct Code is entitled to a written notice and a formal hearing unless the matter is disposed of under the rules for informal disposition. Student conduct proceedings are not be construed as judicial trials and need not wait for legal action before proceeding; but care shall be taken to comply as fully as possible with the spirit and intent of the procedural safeguards set forth herein. The Office of the General Counsel shall be legal adviser to the Committee and the Primary Administrative Officer/Designee(s), but the same attorney from the Office of the General Counsel shall not perform both roles with regard to the same case.
c. **Notice.** The Primary Administrative Officer/Designee(s) shall initiate student conduct proceedings by arranging with the Chair to call a meeting of the Committee and by giving written notice by certified mail or personal delivery, with a copy of said notice sent by email to the student’s official university email address, to the accused student accused of charged with misconduct and, in cases involving alleged sexual misconduct or other misconduct alleged to constitute sex discrimination, to the complainant. The notice shall set forth the date, time, and place of the alleged violation and the date, time, and place of the hearing before the Committee. Notice by certified mail may be addressed to the last address currently on record with the University. Failure by the student to have a current correct local address on record with the University shall not be construed to invalidate such notice. The notice shall be given at least seven (7) consecutive days prior to the hearing, unless a shorter time be fixed by the Chair for good cause. Any request for continuance shall be made in writing to the Chair, who shall have the authority to continue the hearing if the request is timely and made for good cause. The Chair shall notify the Primary Administrative Officer/Designee(s) and the accused student, as well as the complainant if the charge involves an allegation of sexual misconduct or other misconduct alleged to constitute sex discrimination, of the new date for the hearing. If the student fails to appear at the scheduled time, the Committee may hear and determine the matter.

4. **Right to Petition for Review:** (other than University expulsion, University dismissal, or University suspension).

   a. In all cases where the sanction imposed by the Committee is other than University expulsion, University dismissal, or University suspension, the Primary Administrative Officer/Designee(s), the charged accused student or the complainant alleged victim, (referred to hereafter as the “complainant”), in the case of any alleged sexual misconduct or other misconduct alleged to constitute sex discrimination, nonconsensual sexual behavior, may petition the Chancellor or Designee in writing for a review of the decision within five (5) calendar days after written notification. A copy of the Petition for Review must also be served upon the non-appealing party or parties within such time. The Petition for Review must state the grounds or reasons for review in detail, and the non-appealing party or parties may answer the petition within five (5) calendar days.

   b. The Chancellor or Designee may grant or refuse the right of review. In all cases where the Petition for Review is refused, the action of the Committee shall be final. If the Chancellor or Designee reviews the decision, the action of the Chancellor shall be final unless it is to remand the matter for further proceedings.
5. **Right of Appeal** (University expulsion, University dismissal, or University suspension only).

   a. When an accused charged student is expelled, dismissed, or suspended from the University by the Committee, the Primary Administrative Officer/Designee(s), the charged accused student or the complainant, in the case of any alleged sexual misconduct or other misconduct alleged to constitute sex discrimination, nonconsensual sexual behavior may appeal such decision to the Chancellor or Designee by filing written notice of appeal stating the grounds or reasons for appeal in detail with the Chancellor within ten (10) calendar days after notification of the decision of the Committee. A copy of the Notice of Appeal will contemporaneously be given by the charged accused student to the Primary Administrative Officer/Designee(s) and complainant or by the Primary Administrative Officer/Designee(s) to the charged accused student and complainant, or by the complainant to the charged accused student and Primary Administrative Officer/Designee(s). The appealing party may file a written memorandum for consideration by the Chancellor with the Notice of Appeal, and the Chancellor may request a reply to such memorandum by the appropriate party.

   b. The Chancellor or Designee shall review the record of the case and the appeal documents and may affirm, reverse, or remand the case for further proceedings and shall notify each party in writing of the decision on the appeal. The action of the Chancellor shall be final unless it is to remand the matter for further proceedings.

6. **Status During Appeal.** In cases of suspension, dismissal, or expulsion where a Notice of Appeal is filed within the required time, a student may petition the Chancellor in writing for permission to attend classes pending final determination of appeal. The Chancellor may permit a student to continue in school under such conditions as may be designated pending completion of appellate procedures, provided such continuance will not seriously disrupt the University or constitute a danger to the health, safety, or welfare of members of the University community. In such event, however, any final sanctions imposed shall be effective from the date of the action of the Committee.

7. **Student Honor System.** Forums under the student honor systems established for investigating facts, holding hearings, and recommending and imposing sanctions are authorized when the student honor code or other regulations containing well defined jurisdictional statements and satisfying the requirements of Section 10.030, which is Article V of the Bylaws of the Board of Curators, have been reduced to writing and have been approved by the Chancellor and the Board of Curators and notice thereof in writing has been furnished to students subject thereto. Though the student honor system has jurisdiction, together with procedures set forth therein, instead of the Primary Administrative Officer/Designee(s), the standard of conduct
called for in any such student honor system shall be deemed to contain at a minimum the same standards set forth in Section 200.010, entitled Standards of Conduct. Procedures shall satisfy the requirements of the Board of Curators' Bylaws, Section 10.030, which is Article V, and shall contain procedures herein before stated insofar as appropriate and adaptable to the particular situation and shall be approved by the Chancellor and the General Counsel. Students subject to student honor systems shall have the rights of appeal as set forth in Section 200.020 E.6 and 7.

F. **Hearing Procedures.**

1. **Conduct of Hearing.** The Chair shall preside at the hearing, call the hearing to order, call the roll of the Committee in attendance, ascertain the presence or absence of the student charged with accused of misconduct, read the notice of hearing and charges and verify the receipt of notices of charges by the student, report any continuances requested or granted, establish the presence of any adviser or counselor of the student, and call to the attention of the accused student charged and the adviser any special or extraordinary procedures to be employed during the hearing and permit the student to make suggestions regarding or objections to any procedures for the Conduct Committee to consider.

   In cases where the misconduct charged is nonconsensual sexual behavior is any form of sexual misconduct or any other misconduct alleged to constitute sex discrimination, the complainant will be afforded the same rights in the hearing as the accused student as described below. In such cases, questions between the accused student and the complainant will be made through the Chair.

   a. **Opening Statements.**

      1) The Primary Administrative Officer/Designee(s) shall make opening remarks outlining the general nature of the case and testify to any facts the investigation has revealed.

      2) The accused student charged may make a statement to the Committee about the charge at this time or at the conclusion of the University's presentation. In cases of nonconsensual sexual behavior the complainant may likewise make a statement to the Committee at either time.

   b. **University Evidence.**

      1) University witnesses are to be called and identified or written reports of evidence introduced as appropriate.

      2) The Committee may question witnesses at any time.

      3) The accused student charged or, with permission of the Committee, the adviser or counselor may question witnesses or examine evidence at the conclusion of the University's presentation. In cases of nonconsensual sexual behavior the complainant may also question witnesses or examine
evidence at the conclusion of the University’s presentation and the student charged’s questions by the accused student questions. In such cases, questions between the charged student accused student and the complainant will be made through the Chair.

c. **Charged Accused Student Evidence.**
   1) If the student charged accused student has not elected to make a statement earlier under a.(2) above, the accused student shall have the opportunity to make a statement to the Committee about the charge.
   2) The accused student may present evidence through witnesses or in the form of written memoranda.
   3) The Committee may question the student accused student or witnesses at any time. The Primary Administrative Officer/Designee(s) may question the accused student or witnesses. In cases involving allegations of sexual misconduct or other misconduct alleged to constitute sex discrimination, or nonconsensual sexual behavior the complainant may question witnesses; provided, however, that – in such cases, questions by between the complainant and for the charged accused student will be made through the Chair.

d. **Complainant’s Evidence** (in cases of alleged sexual misconduct or any other misconduct alleged to constitute sex discrimination) nonconsensual sexual behavior
   1) If the complainant has not elected to make a statement earlier under a(2) above, the complainant shall have the opportunity to make a statement to the Committee about the charge.
   2) The complainant may present evidence through witnesses or in the form of written memoranda.
   3) The Committee may question the complainant or witnesses at any time. The accused charged student may question witnesses; provided, however, that questions by between the charged accused student and for the complainant will be made through the Chair.

e. **Rebuttal Evidence.** The Committee may permit the University or the charged accused student, or in cases of nonconsensual sexual behavior, the complainant, to offer a rebuttal of the others’ presentation(s).

f. **Rights of Student Conduct Committee.** The Committee shall have the right to:
   1) Hear together cases involving more than one student which arise out of the same transaction or occurrence, but in that event shall make separate findings and determinations for each student;
   2) Permit a stipulation of facts by the Primary Administrative Officer/Designee(s) and the student involved;
3) Permit the incorporation in the record by reference of any documentation, produced and desired in the record by the University or the student charged accused;

4) Question witnesses or challenge other evidence introduced by either the University or the student accused at any time;

5) Hear from the Primary Administrative Officer/Designee(s) about dispositions made in similar cases and any dispositions offered to the student accused appearing before the Committee;

6) Call additional witnesses or require additional investigation;

7) Dismiss any action at any time or permit informal disposition as otherwise provided;

8) Permit or require at any time amendment of the Notice of Hearing to include new or additional matters which may come to the attention of the Committee before final determination of the case; provided, however, that in such event the Committee shall grant to the student or Primary Administrative Officer/Designee(s) such time as the Committee may determine reasonable under the circumstances to answer or explain such additional matters;

9) Dismiss any person from the hearing who interferes with or obstructs the hearing or fails to abide by the rulings of the Chair of the Committee;

10) Suspend summarily students from the University who, during the hearing, obstruct or interfere with the course of the hearing or fail to abide by the ruling of the Chair of the Committee on any procedural question or request of the Chair for order.

2. Rights of Students Charged Accused upon Hearing and of Complainants in the Case of Alleged Sexual Misconduct or Other Misconduct Alleged to Constitute Sex Discrimination Nonconsensual Sexual Behavior. A student or complainant appearing before a Committee shall have the right to:

   a. Be present at the hearing;
   b. Have an adviser or counselor and to consult with such adviser or counselor during the hearing;
   c. Hear or examine evidence presented to the Committee;
   d. Question witnesses present and testifying; provided, however, that in the case of allegations of sexual misconduct or other misconduct alleged to constitute sex discrimination, the accused student may not question the complainant directly and the complainant may not question the accused student directly, but all such questions shall be directed to the Chair of the Committee to be asked by the Chair;
   e. Present evidence by witnesses or affidavit;
   f. Make any statement to the Committee in mitigation or explanation of the conduct in question;
   g. Be informed in writing of the findings of the Committee and any sanctions it imposes; and
h. Request review or appeal to the Chancellor as herein provided.

3. **Determination by the Student Conduct Committee.** The Committee shall then make its findings and determinations based on the preponderance of the evidence in executive session out of the presence of the Primary Administrative Officer/Designee(s) and the **accused** student **charged**. Separate findings are to be made:
   a. As to the conduct of the **accused** student, and
   b. On the sanctions, if any, to be imposed. No sanctions shall be imposed on the **accused** student unless a majority of the Committee present is convinced by the preponderance of the evidence that the student has committed the violation charged. **In determining what sanction, if any, is appropriate, the Committee may take into consideration the previous disciplinary history of the accused student.**

4. **Official Report of Findings and Determinations.** The Committee shall promptly consider the case on the merits and make its findings and determination and transmit them to the Primary Administrative Officer/Designee(s) and the **accused** student, as well as the complainant if the charge involves an allegation of sexual misconduct or other misconduct alleged to constitute sex discrimination, charged forthwith.

5. **Other Procedural Questions.** Procedural questions which arise during the hearing not covered by these general rules shall be determined by the Chair, whose ruling shall be final unless the Chair shall present the question to the Committee at the request of a member of the Committee, in which event the ruling of the Committee by majority vote shall be final.

6. **General Rules of Decorum.** The following general rules of decorum shall be adhered to:
   a. All requests to address the Committee shall be addressed to the Chair.
   b. The Chair will rule on all requests and points of order and may consult with Committee's legal adviser prior to any ruling. The Chair's ruling shall be final and all participants shall abide thereby, unless the Chair shall present the question to the Committee at the request of a member of the Committee, in which event the ruling of the Committee by majority vote shall be final.
   c. Rules of common courtesy and decency shall be observed at all times.
   d. An adviser or counselor may be permitted to address the Committee at the discretion of the Committee. An adviser or counselor may request clarification of a procedural matter or object on the basis of procedure at any time by addressing the Chair after recognition.

7. **Record of Hearing.** An audio, video, digital, or stenographic record of the hearing shall be maintained. The notice, exhibits, hearing record, and the findings and determination of the Committee shall become the "Record of the Case" and shall be
filed in the Office of the Primary Administrative Officer/Designee(s) and for the purpose of review or appeal be accessible at reasonable times and places to both the University and the accused student(s) and/or the complainant in cases involving allegations of sexual misconduct and allegations of other misconduct alleged to constitute sex discrimination entitled to review or appeal.

8. Allegations of Sexual Misconduct and Allegations of Other Misconduct Constituting Sex Discrimination Crimes of Violence and Non-Forcible Sex Offences. In such cases of allegations of sexual misconduct and other misconduct alleged to constitute sex discrimination crimes of violence and non-forcible sex offences:
   a. The accused student and the alleged victim-complainant are entitled to have an adviser or counselor present during his or her participation in the hearing.
   b. The alleged victim and the accused student and the complainant shall be informed of the outcome of any campus disciplinary proceeding brought alleging sexual misconduct or allegations of other misconduct alleged to constitute sex discrimination. Such notice shall be provided to the complainant without undue delay to after notice is given to the accused student, both parties a crime of violence or non-forcible sexual assault.
   c. If the accused student is provided with access to information to be used during the proceeding in advance of the proceeding, then the complainant shall also be entitled to receive the same information in advance of the proceeding.
Collected Rules and Regulations
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C. **Sanctions.**

1. The following sanctions may be imposed upon any student found to have violated the Student Conduct Code; more than one of the sanctions may be imposed for any single violation:

   a. **Warning.** A notice in writing to the student that the student is violating or has violated institutional regulations.

   b. **Probation.** A written reprimand for violation of specified regulations. Probation is for a designated period of time and includes the probability of more severe sanctions if the student is found to be violating any institutional regulation(s) during the probationary period.

   c. **Loss of Privileges.** Denial of specified privileges for a designated period of time.

   d. **Restitution.** Compensation for loss, damage, or injury to the University or University property. This may take the form of appropriate service and/or monetary or material replacement.

   e. **Discretionary Sanctions.** Work assignments, service to the University, or other related discretionary assignments.

   f. **Residence Hall Suspension.** Separation of the student from the residence halls for a definite period of time, after which the student is eligible to return. Conditions for readmission may be specified.

   g. **Residence Hall Expulsion.** Permanent separation of the student from the residence halls.

   h. **University Dismissal.** An involuntary separation of the student from the institution for misconduct apart from academic requirements. It is less than permanent in nature and does not imply or state a minimum separation time.
i. University Suspension. Separation of the student from the University for a
definite period of time, after which the student is eligible to return. Conditions
for readmission may be specified.

j. University Expulsion. Permanent separation of the student from the University.

2. **Temporary Suspension.** The Chancellor or Designee may at any time temporarily
suspend or deny readmission to a student from the University pending formal
procedures when the Chancellor or Designee finds and believes from available
information that the presence of a student on campus would seriously disrupt the
University or constitute a danger to the health, safety, or welfare of members of the
University community. The appropriate procedure to determine the future status of
the student will be initiated within seven calendar days.

D. **Records Retention.** Student conduct records shall be maintained for five years after
University action is completed.

E. **Policy and Procedures.**

1. **Preliminary Procedures.** The Primary Administrative Officer/Designee(s) shall
investigate any reported student misconduct before initiating formal conduct
procedures and give the student and, in cases involving alleged sexual misconduct or
other misconduct alleged to constitute sex discrimination, the complainant the
opportunity to present a personal version of the incident or occurrence. The Primary
Administrative Officer/Designee(s) shall utilize the preponderance of the evidence
standard in deciding whether or not to initiate formal conduct procedures and in
deciding whether or not to offer an informal disposition in accordance with Section
200.020E.2 below. The Primary Administrative Officer/Designee(s) may discuss with
any student such alleged misconduct and the student shall attend such consultation
as requested by the Primary Administrative Officer/Designee(s). The Primary
Administrative Officer/Designee(s), in making an investigation and disposition, may
utilize student courts and boards and/or divisional deans to make
recommendations.

2. **Informal Dispositions.** The Primary Administrative Officer/Designee(s) shall have the
authority to make a determination and to impose appropriate sanctions and shall fix
a reasonable time within which the student shall accept or reject a proposed
informal disposition. A failure of the student either to accept or reject within the
time fixed may be deemed by the University to be an acceptance of the
determination, provided the student has received written notice of the proposed
determination and the result of the student's failure to formally reject and, in such
event, the proposed disposition shall become final upon expiration of such time. If
the student rejects informal disposition it must be in writing and shall be forwarded
to the Committee. The Primary Administrative Officer/Designee(s) may refer cases
to the Committee without first offering informal disposition.
3. **Formal Procedure and Disposition.**

   a. **Student Conduct Committee:**

      1) The Committee shall be appointed by the Vice Chancellor for Student Affairs and shall have the authority to impose appropriate sanctions upon any accused student or students appearing before it.

      2) When deemed appropriate or convenient by the Chair of the Committee, the Chair may divide the Committee into Hearing Panels each consisting of no less than five (5) Committee members of which no more than two (2) shall be students. If the Chair creates such Hearing Panels, the Chair of the Committee shall designate a Hearing Panel Chair. A Hearing Panel has the authority of the whole Committee in those cases assigned to it. The Chair of the Committee or a Hearing Panel Chair shall count as one member of the Committee or Hearing Panel and have the same rights as other members.

      3) The Vice Chancellor for Student Affairs shall appoint a panel of students, to be known as the Student Panel. Upon written request of an accused student before the Committee or, in cases involving allegations of sexual misconduct or other misconduct alleged to constitute sex discrimination, upon the written request of the complainant, made at least seventy-two (72) hours prior to the hearing, the Chair of the Committee shall appoint from the Student Panel not more than three students to sit with the Committee or the Hearing Panel Chair shall appoint two students to sit with the Hearing Panel for that particular case. When students from the Student Panel serve as members of the Committee or as members of the Hearing Panel, they shall have the same rights as other members of the Committee or Hearing Panel.

   b. **General Statement of Procedures.** A student accused of violating the Student Conduct Code is entitled to a written notice and a formal hearing unless the matter is disposed of under the rules for informal disposition. Student conduct proceedings are not to be construed as judicial trials and need not wait for legal action before proceeding; but care shall be taken to comply as fully as possible with the spirit and intent of the procedural safeguards set forth herein. The Office of the General Counsel shall be legal adviser to the Committee and the Primary Administrative Officer/Designee(s), but the same attorney from the Office of the General Counsel shall not perform both roles with regard to the same case.

   c. **Notice.** The Primary Administrative Officer/Designee(s) shall initiate student conduct proceedings by arranging with the Chair to call a meeting of the Committee and by giving written notice by certified mail or personal delivery, with a copy of said notice sent by email to the student’s official university email address, to the student accused of misconduct and, in cases involving alleged sexual misconduct or other misconduct alleged to constitute sex discrimination,
to the complainant. The notice shall set forth the date, time, and place of the alleged violation and the date, time, and place of the hearing before the Committee. Notice by certified mail may be addressed to the last address currently on record with the University. Failure by the student to have a current correct local address on record with the University shall not be construed to invalidate such notice. The notice shall be given at least seven (7) consecutive days prior to the hearing, unless a shorter time be fixed by the Chair for good cause. Any request for continuance shall be made in writing to the Chair, who shall have the authority to continue the hearing if the request is timely and made for good cause. The Chair shall notify the Primary Administrative Officer/Designee(s) and the accused student, as well as the complainant if the charge involves an allegation of sexual misconduct or other misconduct alleged to constitute sex discrimination, of the new date for the hearing. If the student fails to appear at the scheduled time, the Committee may hear and determine the matter.

4. **Right to Petition for Review:** (other than University expulsion, University dismissal, or University suspension).

   a. In all cases where the sanction imposed by the Committee is other than University expulsion, University dismissal, or University suspension, the Primary Administrative Officer/Designee(s), the accused student or the complainant, in the case of any alleged sexual misconduct or other misconduct alleged to constitute sex discrimination, may petition the Chancellor or Designee in writing for a review of the decision within five (5) calendar days after written notification. A copy of the Petition for Review must also be served upon the non-appealing party or parties within such time. The Petition for Review must state the grounds or reasons for review in detail, and the non-appealing party or parties may answer the petition within five (5) calendar days.

   b. The Chancellor or Designee may grant or refuse the right of review. In all cases where the Petition for Review is refused, the action of the Committee shall be final. If the Chancellor or Designee reviews the decision, the action of the Chancellor shall be final unless it is to remand the matter for further proceedings.

5. **Right of Appeal** (University expulsion, University dismissal, or University suspension only).

   a. When an accused student is expelled, dismissed, or suspended from the University by the Committee, the Primary Administrative Officer/Designee(s), the accused student or the complainant, in the case of any alleged sexual misconduct or other misconduct alleged to constitute sex discrimination, may appeal such decision to the Chancellor or Designee by filing written notice of
appeal stating the grounds or reasons for appeal in detail with the Chancellor within ten (10) calendar days after notification of the decision of the Committee. A copy of the Notice of Appeal will contemporaneously be given by the accused student to the Primary Administrative Officer/Designee(s) and complainant or by the Primary Administrative Officer/Designee(s) to the accused student and complainant, or by the complainant to the accused student and Primary Administrative Officer/Designee(s). The appealing party may file a written memorandum for consideration by the Chancellor with the Notice of Appeal, and the Chancellor may request a reply to such memorandum by the appropriate party.

b. The Chancellor or Designee shall review the record of the case and the appeal documents and may affirm, reverse, or remand the case for further proceedings and shall notify each party in writing of the decision on the appeal. The action of the Chancellor shall be final unless it is to remand the matter for further proceedings.

6. **Status During Appeal.** In cases of suspension, dismissal, or expulsion where a Notice of Appeal is filed within the required time, a student may petition the Chancellor in writing for permission to attend classes pending final determination of appeal. The Chancellor may permit a student to continue in school under such conditions as may be designated pending completion of appellate procedures, provided such continuance will not seriously disrupt the University or constitute a danger to the health, safety, or welfare of members of the University community. In such event, however, any final sanctions imposed shall be effective from the date of the action of the Committee.

7. **Student Honor System.** Forums under the student honor systems established for investigating facts, holding hearings, and recommending and imposing sanctions are authorized when the student honor code or other regulations containing well defined jurisdictional statements and satisfying the requirements of Section 10.030, which is Article V of the Bylaws of the Board of Curators, have been reduced to writing and have been approved by the Chancellor and the Board of Curators and notice thereof in writing has been furnished to students subject thereto. Though the student honor system has jurisdiction, together with procedures set forth therein, instead of the Primary Administrative Officer/Designee(s), the standard of conduct called for in any such student honor system shall be deemed to contain at a minimum the same standards set forth in Section 200.010, entitled Standards of Conduct. Procedures shall satisfy the requirements of the Board of Curators' Bylaws, Section 10.030, which is Article V, and shall contain procedures herein before stated insofar as appropriate and adaptable to the particular situation and shall be approved by the Chancellor and the General Counsel. Students subject to student honor systems shall have the rights of appeal as set forth in Section 200.020 E.6 and 7.
F. Hearing Procedures.

1. Conduct of Hearing. The Chair shall preside at the hearing, call the hearing to order, call the roll of the Committee in attendance, ascertain the presence or absence of the student accused of misconduct, read the notice of hearing and charges and verify the receipt of notices of charges by the student, report any continuances requested or granted, establish the presence of any adviser or counselor of the student, and call to the attention of the accused student and the adviser any special or extraordinary procedures to be employed during the hearing and permit the student to make suggestions regarding or objections to any procedures for the Conduct Committee to consider.

In cases where the misconduct charged is any form of sexual misconduct or any other misconduct alleged to constitute sex discrimination, the complainant will be afforded the same rights in the hearing as the accused student as described below. In such cases, questions between the accused student and the complainant will be made through the Chair.

a. Opening Statements.
   1) The Primary Administrative Officer/Designee(s) shall make opening remarks outlining the general nature of the case and testify to any facts the investigation has revealed.
   2) The accused student may make a statement to the Committee about the charge at this time or at the conclusion of the University's presentation. In cases of nonconsensual sexual behavior the complainant may likewise make a statement to the Committee at either time.

b. University Evidence.
   1) University witnesses are to be called and identified or written reports of evidence introduced as appropriate.
   2) The Committee may question witnesses at any time.
   3) The accused student or, with permission of the Committee, the adviser or counselor may question witnesses or examine evidence at the conclusion of the University's presentation. In cases of nonconsensual sexual behavior the complainant may also question witnesses or examine evidence at the conclusion of the University's presentation and the questions by the accused student. In such cases, questions between the accused student and the complainant will be made through the Chair.

c. Accused Student Evidence.
   1) If the accused student has not elected to make a statement earlier under a(2) above, the accused student shall have the opportunity to make a statement to the Committee about the charge.
2) The accused student may present evidence through witnesses or in the form of written memoranda.
3) The Committee or Hearing Panel may question the accused student or witnesses at any time. The Primary Administrative Officer/Designee(s) may question the accused student or witnesses. In cases involving allegations of sexual misconduct or other misconduct alleged to constitute sex discrimination, the complainant may question witnesses; provided, however, that questions by the complainant for the accused student will be made through the Chair.

d. **Complainant’s Evidence** (in cases of alleged sexual misconduct or any other misconduct alleged to constitute sex discrimination)
1) If the complainant has not elected to make a statement earlier under a(2) above, the complainant shall have the opportunity to make a statement to the Committee about the charge.
2) The complainant may present evidence through witnesses or in the form of written memoranda.
3) The Committee may question the complainant or witnesses at any time. The accused may question witnesses; provided, however, that questions by the accused for the complainant will be made through the Chair.

e. **Rebuttal Evidence**. The Committee may permit the University or the accused, or in cases of nonconsensual sexual behavior, the complainant, to offer a rebuttal of the others’ presentation(s).

f. **Rights of Student Conduct Committee.** The Committee shall have the right to:
1) Hear together cases involving more than one student which arise out of the same transaction or occurrence, but in that event shall make separate findings and determinations for each student;
2) Permit a stipulation of facts by the Primary Administrative Officer/Designee(s) and the student involved;
3) Permit the incorporation in the record by reference of any documentation, produced and desired in the record by the University or the accused;
4) Question witnesses or challenge other evidence introduced by either the University or the accused at any time;
5) Hear from the Primary Administrative Officer/Designee(s) about dispositions made in similar cases and any dispositions offered to the accused appearing before the Committee;
6) Call additional witnesses or require additional investigation;
7) Dismiss any action at any time or permit informal disposition as otherwise provided;
8) Permit or require at any time amendment of the Notice of Hearing to include new or additional matters which may come to the attention of the Committee before final determination of the case; provided, however, that in such event the Committee shall grant to the student or Primary
Administrative Officer/Designee(s) such time as the Committee may determine reasonable under the circumstances to answer or explain such additional matters;
9) Dismiss any person from the hearing who interferes with or obstructs the hearing or fails to abide by the rulings of the Chair of the Committee;
10) Suspend summarily students from the University who, during the hearing, obstruct or interfere with the course of the hearing or fail to abide by the ruling of the Chair of the Committee on any procedural question or request of the Chair for order.

2. Rights of Accused upon Hearing and of Complainants in the Case of Alleged Sexual Misconduct or Other Misconduct Alleged to Constitute Sex Discrimination. A student or complainant appearing before a Committee shall have the right to:

a. Be present at the hearing;
b. Have an adviser or counselor and to consult with such adviser or counselor during the hearing;
c. Hear or examine evidence presented to the Committee;
d. Question witnesses present and testifying; provided, however, that in the case of allegations of sexual misconduct or other misconduct alleged to constitute sex discrimination, the accused student may not question the complainant directly and the complainant may not question the accused student directly, but all such questions shall be directed to the Chair of the Committee to be asked by the Chair;
e. Present evidence by witnesses or affidavit;
f. Make any statement to the Committee in mitigation or explanation of the conduct in question;
g. Be informed in writing of the findings of the Committee and any sanctions it imposes; and
h. Request review or appeal to the Chancellor as herein provided.

3. Determination by the Student Conduct Committee. The Committee shall then make its findings and determinations based on the preponderance of the evidence in executive session out of the presence of the Primary Administrative Officer/Designee(s) and the accused student. Separate findings are to be made:
   a. As to the conduct of the accused student, and
   b. On the sanctions, if any, to be imposed. No sanctions shall be imposed on the accused student unless a majority of the Committee present is convinced by the preponderance of the evidence that the student has committed the violation charged. In determining what sanction, if any, is appropriate, the Committee may take into consideration the previous disciplinary history of the accused student.

4. Official Report of Findings and Determinations. The Committee shall promptly consider the case on the merits and make its findings and determination and
transmit them to the Primary Administrative Officer/Designee(s) and the accused student, as well as the complainant if the charge involves an allegation of sexual misconduct or other misconduct alleged to constitute sex discrimination, forthwith.

5. **Other Procedural Questions.** Procedural questions which arise during the hearing not covered by these general rules shall be determined by the Chair, whose ruling shall be final unless the Chair shall present the question to the Committee at the request of a member of the Committee, in which event the ruling of the Committee by majority vote shall be final.

6. **General Rules of Decorum.** The following general rules of decorum shall be adhered to:
   a. All requests to address the Committee shall be addressed to the Chair.
   b. The Chair will rule on all requests and points of order and may consult with Committee's legal adviser prior to any ruling. The Chair's ruling shall be final and all participants shall abide thereby, unless the Chair shall present the question to the Committee at the request of a member of the Committee, in which event the ruling of the Committee by majority vote shall be final.
   c. Rules of common courtesy and decency shall be observed at all times.
   d. An adviser or counselor may be permitted to address the Committee at the discretion of the Committee. An adviser or counselor may request clarification of a procedural matter or object on the basis of procedure at any time by addressing the Chair after recognition.

7. **Record of Hearing.** An audio, video, digital, or stenographic record of the hearing shall be maintained. The notice, exhibits, hearing record, and the findings and determination of the Committee shall become the "Record of the Case" and shall be filed in the Office of the Primary Administrative Officer/Designee(s) and for the purpose of review or appeal be accessible at reasonable times and places to the University and the accused student(s) and/or the complainant in cases involving allegations of sexual misconduct and allegations of other misconduct alleged to constitute sex discrimination.

8. **Allegations of Sexual Misconduct and Allegations of Other Misconduct Constituting Sex Discrimination.** In such cases:
   a. The accused student and the complainant are entitled to have an adviser or counselor present during his or her participation in the hearing.
   b. The accused student and the complainant shall be informed of the outcome of any campus disciplinary proceeding brought alleging sexual misconduct or allegations of other misconduct alleged to constitute sex discrimination. Such notice shall be provided to the complainant without undue delay.
   c. If the accused student is provided with access to information to be used during the proceeding in advance of the proceeding, then the complainant shall also be entitled to receive the same information in advance of the proceeding.
Collected Rules and Regulations

Personnel

Chapter 330: Employee Conduct

330.060 Sexual Harassment

Executive Order No. 20, 3-17-81 (Rev. 7-1-81 and 9-20-83), Bd. Min. 3-18-93.

This University of Missouri policy aims for an increased awareness regarding sexual harassment by making available information, education and guidance on the subject for the University community.

A. Policy Statement — No person in the United States shall, on the basis of sex, be excluded from participation in, be denied the benefits of, or be subjected to discrimination under any education program or activity receiving Federal financial assistance, except as permitted by Title IX of the Education Amendments of 1972, as amended, (hereafter “Title IX). It is the policy of the University of Missouri to prohibit all sex-based discrimination and harassment in all educational programs and activities. The University of Missouri strives to comply with applicable state and federal laws including, without limitation, Title IX of the Education Amendments of 1972 which states, “No person in the United States shall, on the basis of sex, be excluded from participation in, be denied the benefits of, or be subjected to discrimination under any education program or activity receiving Federal financial assistance, except as permitted by Title IX of the Education Amendments of 1972, as amended” (hereafter “Title IX”). The University of Missouri is also committed to and in accord with providing a positive discrimination-free environment and that sexual harassment or sex discrimination in the work place or the educational environment is unacceptable conduct. Sexual harassment is subject to discipline, up to and including separation from the institution.

B. Definition — Sexual harassment is defined for this policy as either:
1. Unwelcome sexual advances or requests for sexual activity by a University employee or persons in a position of power or authority to another person. University employee or a member of the student body, or

2. Other unwelcome verbal or physical conduct of a sexual nature by a person University employee or a member of the student body to another person University employee or a member of the student body, when:
   a. Submission to or rejection of such conduct is used explicitly or implicitly as a condition for academic or employment decisions; or
   b. The purpose or effect of such conduct is to interfere unreasonably with the work or academic performance of the person being harassed; or
   c. The purpose or effect of such conduct to a reasonable person is, to create an intimidating, hostile, or offensive environment.

C. Non-Retaliation -- This policy also prohibits retaliation or other discrimination against because any person who brings has made an accusation of sex discrimination or sexual harassment or because a person who assists with the investigation or resolution of an accusation of sex discrimination or sexual harassment. Notwithstanding this provision, the University may discipline an employee or student who has been determined to have brought an accusation of sexual harassment in bad faith. Examples of prohibited retaliation include, but are not limited to, giving a lesser grade than the student’s academic work warrants because she filed a complaint of sexual harassment; giving lower than justified performance appraisals because a person was a witness in an investigation of alleged sexual harassment; and threatening to spread false information about a person for filing a complaint of sexual harassment.

D. Redress Procedures -- Members of the University community who believe they have been sexually harassed may seek redress, using the following options:
   1. Pursue appropriate informal resolution procedures as defined by the individual campuses. These procedures are available from the campus Affirmative Action/Equal Opportunity Officer, Title IX Coordinator.
2. Initiate a complaint or grievance within the period of time prescribed by the applicable grievance procedure. Faculty are referred to Section 370.010, "Academic Grievance Procedures"; staff to Section 380.010, "Grievance Procedure for Administrative, Service and Support Staff" and students to Section 390.010, "Discrimination Grievance Procedure for Students".

3. File a formal complaint with the campus Title IX Coordinator.
   — Any alleged violation of Title IX allegation of sexual harassment will be investigated promptly and equitably in accordance with applicable procedures delineated in Section 330.062 of the Collected Rules and Regulations. Such investigation and response will be targeted to end substantiated harassment/discrimination, remedy its effects and prevent its recurrence. Pursuing a complaint or informal resolution procedure does not compromise one's rights to initiate a grievance or seek redress under state or federal laws.

E. **Discipline** -- Upon receiving an accusation of sexual harassment against a member of the faculty, staff, or student body, the University will investigate and, if substantiated, will initiate the appropriate disciplinary procedures if the accused is a member of the faculty, staff, student body or another person over whom the University has control (e.g.: agent of the University). There is a five year limitation period from the date of occurrence for filing a charge that may lead to discipline.

   An individual complainant who makes an accusation of sexual harassment will be informed:

   1. at the close of the investigation, whether or not disciplinary procedures will be initiated; and

   2. at the end of any disciplinary procedures, of the discipline imposed, if any, that pertains to the individual’s allegation.
Collected Rules and Regulations

Personnel

Chapter 330: Employee Conduct

330.060 Sexual Harassment

Executive Order No. 20, 3-17-81 (Rev. 7-1-81 and 9-20-83), Bd. Min. 3-18-93.

This University of Missouri policy aims for an increased awareness regarding sexual harassment by making available information, education and guidance on the subject for the University community.

A. **Policy Statement** – It is the policy of the University of Missouri to prohibit all sex-based discrimination and harassment in all educational programs and activities. The University of Missouri strives to comply with applicable state and federal laws including, without limitation, Title IX of the Education Amendments of 1972 which states, “No person in the United States shall, on the basis of sex, be excluded from participation in, be denied the benefits of, or be subjected to discrimination under any education program or activity receiving Federal financial assistance, except as permitted by Title IX of the Education Amendments of 1972, as amended” (hereafter “Title IX”). The University of Missouri is also committed to providing a positive discrimination-free environment and sexual harassment or sex discrimination in the work place or the educational environment is unacceptable conduct. Sexual harassment is subject to discipline, up to and including separation from the institution.

B. **Definition** -- Sexual harassment is defined for this policy as either:

1. Unwelcome sexual advances or requests for sexual activity by a person or persons in a position of power or authority to another person, or
2. Other unwelcome verbal or physical conduct of a sexual nature by a person to another person, when:
   a. Submission to or rejection of such conduct is used explicitly or implicitly as a condition for academic or employment decisions; or
   b. The purpose or effect of such conduct is to interfere unreasonably with the work or academic performance of the person being harassed; or
   c. The purpose or effect of such conduct to a reasonable person is, to create an intimidating, hostile, or offensive environment.

C. **Non-Retaliation** -- This policy also prohibits retaliation or other discrimination because a person has made an accusation of sex discrimination or sexual harassment or because a person assists with the investigation or resolution of an accusation of sex discrimination or sexual harassment. Notwithstanding this provision, the University may discipline an employee or student who has been determined to have brought an accusation of sexual harassment in bad faith. Examples of prohibited retaliation include, but are not limited to, giving a lesser grade than the student’s academic work warrants because she filed a complaint of sexual harassment; giving lower than justified performance appraisals because a person was a witness in an investigation of alleged sexual harassment; and threatening to spread false information about a person for filing a complaint of sexual harassment.

D. **Redress Procedures** -- Members of the University community who believe they have been sexually harassed may seek redress, using the following options:
   1. Pursue appropriate informal resolution procedures as defined by the individual campuses. These procedures are available from the campus Title IX Coordinator.
   2. Initiate a complaint or grievance within the period of time prescribed by the applicable grievance procedure. Faculty are referred to Section 370.010, "Academic Grievance Procedures"; staff to Section 380.010, "Grievance Procedure for Administrative, Service and Support Staff" and students to Section 390.010, "Discrimination Grievance Procedure for Students".
3. File a formal complaint with the campus Title IX Coordinator. Any allegation of sexual harassment will be investigated promptly and equitably in accordance with applicable procedures delineated in Section 330.062 of the Collected Rules and Regulations. Such investigation and response will be targeted to end substantiated harassment/discrimination, remedy its effects and prevent its recurrence. Pursuing a complaint or informal resolution procedure does not compromise one's rights to initiate a grievance or seek redress under state or federal laws.

E. **Discipline** -- Upon receiving an accusation of sexual harassment, the University will investigate and, if substantiated, will initiate the appropriate disciplinary procedures if the accused is a member of the faculty, staff, student body or another person over whom the University has control (e.g.: agent of the University). There is a five year limitation period from the date of occurrence for filing a charge that may lead to discipline.

A complainant who makes an accusation of sexual harassment will be informed:

1. at the close of the investigation, whether or not disciplinary procedures will be initiated; and

2. at the end of any disciplinary procedures, of the discipline imposed, if any, that pertains to the individual's allegation.
Chapter 330: Employee Conduct

330.062 Title IX Policies and Reporting
(Replaces 330.062 and is placed so that it clearly applies to students and employees)

Executive Order 40, 4-8-14.
Title IX Policy and Procedures – Sex Discrimination, Sexual Harassment and Sexual Misconduct in Education

The policy set forth in this rule is intended to supplement the existing policies of the University of Missouri System and its respective campuses, as those policies relate to Title IX of the Education Amendments of 1972 (“Title IX”), 20 U.S.C. Sections 1881 et seq., and its implementing regulations, 34 C.F.R. Part 106. In all informal or formal procedures involving allegations of Sex Discrimination, Sexual Harassment or Sexual Misconduct, regardless of any language found within the applicable procedural rules, the following shall apply:

A. Sex Discrimination, Sexual Harassment and Violence Sexual Misconduct in Education (Title IX)—

A. Sex discrimination is prohibited by university policy and law in educational programs, activities and employment. Title IX applies to all students, employees, volunteers and visitors at the university and prohibits unequal treatment on the basis of sex as well as sexual harassment and sexual violence misconduct, which are both forms of sex discrimination. Additionally, there is a specific application of Title IX in athletic programs to ensure gender equality and that women and men have equal access to sports opportunities.

B. Statement of Nondiscrimination – As stated in its applicable rules and policies, the University of Missouri does not discriminate on the basis of race, color, religion, national origin, sex, sexual orientation, age, disability or status as a protected veteran. The university affirms its commitment to providing equal opportunities by establishing the Equal Opportunity Policy statement: in Section 320.010 of the Collected Rules and Regulations. The university’s nondiscrimination policies apply to any phase of its employment process, any phase of its admission or financial aid programs, or other aspects of its educational programs or activities. Additionally, this policy and the existing Title IX policies apply to allegations of sexual misconduct or allegations of other misconduct alleged to constitute sex discrimination, as defined in Section 330.062C, sexual violence or sexual harassment, both of which are forms of sex discrimination, occurring within the university’s educational programs and activities and instances occurring in other settings if there are effects of the conduct that interfere with or limit students’ ability to participate in or benefit from the university’s educational programs and activities. Notices of nondiscrimination are posted on the websites and at other locations for the UM System and each of the campuses.
C. Definitions

1. **Sex Discrimination** – Sex discrimination occurs when a person has been treated unequally inequitably based on her/his sex. Specifically, the University of Missouri System upholds Title IX, prohibits the exclusion of persons from participation in, or denial of, the benefits of any university or other discrimination in an educational program or activity because of their sex which states in part that “[n]o person in the United States shall on the basis of sex, be excluded from participation in, be denied the benefits of, or be subjected to discrimination under any education program or activity.” Sexual harassment, sexual misconduct and sexual exploitation are forms of sex discrimination.

2. **Sexual Harassment** – Sexual harassment is a subset of sex discrimination and is therefore prohibited. Sexual harassment is defined in Section 330.060 of the Collected Rules and Regulations as either:

   (a) Unwelcome sexual advances or requests for sexual activity by a person or persons in a position of power or authority to another person, or
   (b) Other unwelcome verbal or physical conduct of a sexual nature by a person to another when:
      (1) Submission to or rejection of such conduct is used explicitly or implicitly as a condition for academic or employment decisions; or
      (2) The purpose or effect of such conduct is to interfere unreasonably with the work or academic performance of the person being harassed; or
      (3) The purpose or effect of such conduct to a reasonable person is, to create an intimidating, hostile, or offensive environment.

   For purposes of such definition of sexual harassment, the term "hostile environment" means that the sexual harassment must be sufficiently severe or pervasive and objectively offensive to alter the terms and conditions of the complainant’s educational or work environment involves any unwelcome conduct of a sexual nature. The unwelcome conduct may involve direct action (advances, promises, etc.) by a person in authority, or sex-related behavior which creates a hostile environment, whether by one in power or by others. Sexual harassment may occur regardless of the sex or the sexual orientation of the parties.

3. **Sexual Misconduct** – Sexual misconduct is defined in Section 200.010 of the Collected Rules and Regulations and can involve nonconsensual sexual intercourse, nonconsensual sexual contact and sexual exploitation. Sexual misconduct involves any physical sexual act which is perpetrated against a person’s will or done without valid consent (such as when the person is intoxicated). The primary motivation for sexual violence is not sexual gratification but rather the assertion of power; this inevitably leads to a hostile environment for the victim, including but not limited to nonconsensual sexual intercourse; nonconsensual sexual contact involving the sexual touching of the genitals, breast or anus of another person or the nonconsensual sexual touching of another with one’s own genitals whether directly or through the clothing; or exposing
one’s genitals to another under circumstances in which he or she should reasonably know that his or her conduct is likely to cause affront or alarm; or sexual exploitation. The term nonconsensual includes, without limitations, circumstances in which the alleged victim was incapacitated by alcohol, drugs or other circumstances and, therefore, incapable of consenting.

4. Sexual Exploitation—Sexual exploitation is a subset of sexual misconduct and occurs when one person takes nonconsensual or abusive sexual advantage of another person for his/her own advantage or benefit or for the advantage or benefit of anyone other than the person being exploited and which behavior does not constitute any other form of sexual misconduct. Examples of sexual exploitation include, but are not limited to, the following activities done without the consent of all participants:

(a) Invasion of sexual privacy;
(b) Prostitutioning another person;
(c) Taping or recording of sexual activity;
(d) Going beyond the boundaries of consent to sexual activity (letting your friends hide to watch you engaging in sexual activity);
(e) Engaging in voyeurism;
(f) Knowingly transmitting an STI, STD, venereal disease or HIV to another person;
(g) Exposing one’s genitals to another person or inducing another to expose their genitals;
(h) Sex based stalking or bullying.

5. Consent to Sexual Activity—Consent to sexual activity is a voluntary agreement to engage in sexual activity. Someone who is incapacitated cannot consent. Past consent does not imply future consent. Silence or absence of resistance does not imply consent. Consent to engage in sexual activity with one person does not imply consent to engage in sexual activity with another. Consent can be withdrawn at any time. Coercion, force, or threat of either invalidates consent.

6. Incapacitated—An individual who is incapacitated lacks the capacity to give knowing consent. Incapacitation can be due to the use of drugs or alcohol, when a person is asleep or unconscious, or because of an intellectual or other disability that prevents the individual from having the capacity to give consent.

Duties and responsibilities of the University’s Title IX Coordinators include monitoring and oversight of overall implementation of Title IX Compliance at the University, including coordination of training, education, communications, and coordination with...
grievance procedures for faculty, staff, students and other members of the University community.

Any person having inquiries concerning the application of Title IX should contact their respective UM System or campus Title IX Coordinator. The following individuals serve as Title IX Coordinators and are designated to handle inquiries regarding the non-discrimination policies and to serve as the coordinators for purposes of Title IX compliance:

**University of Missouri System**
Betsy Rodriguez, Ph.D.
Vice President Human Resources

**Address:**
215 University Hall
Columbia, MO 65211

**Telephone Number:** (573) 882-8279

**Email Address:** rodriguezea@umsystem.edu

**Missouri University of Science and Technology**
Shenethia Manuel, J.D.
Associate Vice Chancellor, Human Resource Services, Affirmative Action, Diversity, and Inclusion

**Address:**
113 Centennial Hall
300 W. 12th Street
Rolla, MO 65409

**Telephone Number:** (573) 341-4920

**Email Address:** manuels@mst.edu

http://titleix.mst.edu/

**University of Missouri-Columbia (primary contact in cases of sexual assault)**
Cathy Scroggs, Ph.D.
Deputy Title IX Coordinator
Vice Chancellor of Student Affairs

**Department of Student Affairs**

**Address:**
110 Jesse Hall
Columbia, MO 65211

**Telephone Number:** 573-882-6776

**Email Address:** ScroggsC@missouri.edu

http://equity.missouri.edu/titleix.php

**University of Missouri-Columbia**
Linda Bennett
Interim Title IX Coordinator

**Address:**
321 I Townsend Hall
Columbia, MO 65211

**Telephone Number:** 573-882-7915

**Email Address:** bennettli@missouri.edu
D.E. Reporting Sexual Harassment including Sexual Misconduct and Processing Information of Sexual Harassment (including Sexual Violence) Perpetrated Against Students

1. Applicability – This section, and the reporting and processing of information covered by this section, shall apply to acts of sex harassment (including sexual violence) perpetrated against students of the university. Information regarding acts of misconduct, including sexual harassment and sexual violence, perpetrated against non-students within the university’s jurisdiction should be reported and processed pursuant to existing university policies (see e.g., HR-520, Reporting University-Related Misconduct).

Students, Employees, Volunteers and Visitors – Students, Employees, Volunteers and Visitors of the University who have experienced any form of sex discrimination, including sexual harassment or sexual misconduct, are encouraged to report the incident promptly to the appropriate Title IX Coordinator listed in Section D above. For questions regarding confidentiality or requests that the complaint not be pursued, see Section F.

2. Mandated Reporters – Any employee of the university who becomes aware of an act of sexual harassment (including sexual violence misconduct) or behavior which could be characterized as sexual harassment, when perpetrated against a student of the university is considered a Mandated
Reviewed 5-8-14

Reporters. Exception: Employees with a legal obligation or privilege of confidentiality (including health care providers, counselors, lawyers, and their associated staff) are not considered Mandated Reporters and are not required to report when the information is learned in the course of a confidential communication. This also means that the employee seeking the exemption is employed by the University for that specific purpose and was acting in that capacity when the confidential disclosure was made. However, if the information is not learned in the course of confidential communication (for example, behavior is observed in class) then the employee has the same obligation as a Mandated Reporter.

3. **Required Reporting and Disclosure** – A Mandated Reporter is required to promptly report the information s/he receives to the appropriate Title IX Coordinator. The mandated Mandated Report must be made regardless of whether the person reporting the information to the Mandated Reporter (the “Complainant”) requests confidentiality and regardless of how the Mandated Reporter becomes aware of the offensive behavior (personal observation, direct information from the subject of the behavior, indirect information from a third party, etc.). If the Complainant, as defined in Section 200.020 (B)(5) of the Collected Rules and Regulations, requests confidentiality or that the charges not be pursued, the Mandated Reporter should warn the Complainant that, at this stage in the process, the Mandated Reporter must report some information to the Title IX Coordinator, depending on the employment status of the Mandated Reporter. The UM System and campuses should provide appropriate training to those employees likely to witness or receive reports of sexual harassment and violence.

4. **Content of Mandated Report to Title IX Coordinator** – The information required of the Mandated Reporter will be based on the employment status of that individual. Supervisors must report all details that they possess. This includes names of the parties, if known, and all other information in the supervisor’s possession. Non-supervisory employees must report the known circumstances of the harassing behavior but their initial report is not required to give the name or other identifying information about the Complainant. The Title IX Coordinator will advise whether additional information needs to be reported.

3. **Title IX Coordinator’s Review** – Upon receipt of information of potential sexual misconduct or other misconduct alleged to constitute sex discrimination harassment (including sexual violence), the Title IX Coordinator shall review the information and, if necessary, immediately promptly investigate to determine whether there is cause to believe that the alleged behavior occurred and violates Title IX or the university’s non-discrimination policies. If so, the case will be handled according to the requirements of Title IX and referred for appropriate action under existing disciplinary policies for students, staff, or faculty as the case may be. The Title IX Coordinator also will assess whether other action is needed to eliminate the sexual misconduct and/or sex discrimination harassment, prevent its recurrence, and address/remedy its effects and will undertake or initiate such remedial action as may be required in coordination with appropriate university officials.

4. **F. Requests for Confidentiality or Not to Pursue a Preliminary Investigation**
1. The Title IX Coordinator or other appropriate official should inform and obtain the consent from the Complainant before beginning an preliminary investigation. If the Complainant requests confidentiality or asks that the complaint not be pursued, the Title IX Coordinator should take all reasonable steps to investigate and respond to the complaint consistent with the request for confidentiality or request not to pursue an investigation. If a Complainant insists that his or her name or other identifiable information not be disclosed to the alleged perpetrator, the Title IX Coordinator should inform the Complainant that his or her institution’s ability to respond may be limited. The Title IX Coordinator should evaluate the Complainant's request in the context of providing a safe and nondiscriminatory environment for all students.

2. After due deliberation of the Complainant's request, and in accordance with Title IX, the Title IX Coordinator may decide not to proceed with an investigation or referral to a grievance process for disciplinary action. Such a decision should be well-reasoned and documented. If, after due deliberation, the Title IX Coordinator decides the university cannot or should not take disciplinary action against the alleged harasser, the Title IX Coordinator should consider other steps to limit the effects of the alleged harassment and prevent its recurrence, such as policy revisions or education sessions.

G. Cooperation with Law Enforcement

The Title IX Coordinator will not wait for the conclusion of a criminal investigation or criminal proceeding to begin the Title IX preliminary investigation. It may be necessary to delay temporarily the fact-finding portion of a Title IX preliminary investigation while the police are gathering evidence. The Title IX Coordinator will promptly resume the preliminary Title IX investigation as soon as notified by the law enforcement agency that it has completed the evidence-gathering process. The Title IX Coordinator will implement appropriate interim steps during the law enforcement agency's investigation period to provide for the safety of the Complainant and the campus community and the avoidance of retaliation.

H. Interim Remedies Available During Investigation—During the preliminary investigation and grievance process and prior to making a determination whether that the alleged sexual misconduct or other misconduct alleged to constitute sex discrimination has occurred, the Title IX Coordinator or other authorized administrators may provide interim remedies including, but not limited to, one or more of the following:

1. Granting the request of the Complainant or the accused person to change classes, assignments or tests to avoid the other person;
2. Granting the request of the Complainant or the accused person to change to another housing unit to avoid the other person;
3. Granting the request of the Complainant or the accused person to change extracurricular activities to avoid the other person;
4. Granting the request of the Complainant or the accused person to change transportation, dining facilities or other services to avoid the other person;
4.5. Granting the request of the Complainant or the accused to alternative work assignments;
5.6. Informing the Complainant of and facilitating access to available resources for victim advocacy, counseling, medical services, mental health services, housing
assistance, academic support services and any other services that may be beneficial to the Complainant; and

6.7 Informing the Complainant of her/his right to notify law enforcement authorities of the alleged incident.

I. Preliminary Investigation

A preliminary investigation into the report shall be conducted by the Title IX Coordinator or designee. For questions regarding confidentiality or requests that the complaint not be pursued, see Section F above. The purpose of the preliminary investigation is to gather enough information to refer the matter to the appropriate grievance process and to provide appropriate interim remedies. The preliminary investigation shall be concluded within a reasonable amount of time required to complete the investigation (typically 10-14 days). The preliminary investigation will be conducted in a manner so that it is adequate, reliable and impartial. The preliminary investigation may include any of the following: interviews of the parties involved, including witnesses, and the gathering of other relevant information.

At the conclusion of the preliminary investigation, both the Complainant and the accused will be provided written information regarding the appropriate grievance process and interim remedies. The accused will not be notified of the individual remedies offered or provided to the Complainant.

J. Grievance Processes and Procedures

The University has grievance processes in place depending on whether the matter involves students, employees or visitors. At the conclusion of the preliminary investigation, both the Complainant and the accused will be provided written information regarding the appropriate grievance process. In all informal or formal procedures involving allegations of Sex Discrimination, Sexual Harassment or Sexual Misconduct, regardless of any language found within the applicable procedural rules, the following shall apply:

1. The standard of proof shall be “preponderance of the evidence.”

2. Informal resolution procedures are optional and may be used when the University determines that it is appropriate and both the Complainant and the accused are agreeable. Either the Complainant or the accused may end the informal procedure at any time and move to the formal procedure.

3. Mediation, where both Complainant and the accused are together in the same room, is never utilized in cases involving allegations of nonconsensual sexual intercourse or nonconsensual sexual contact.

4. Both the Complainant and the accused will be given notice of the procedure and equal opportunity to present witnesses and evidence.

5. Questioning or evidence about the Complainant’s prior sexual conduct with anyone other than the accused is prohibited.

6. The accused may not personally cross-examine the Complainant and the Complainant may not personally cross-examine the accused. Questions should be
7. The grievance process will normally be resolved within 60 calendar days. Deviations from this timeframe will be promptly communicated to both parties.

8. Both the Complainant and the accused will be given periodic updates.

9. The Complainant, the accused and the Title IX Coordinator will be notified in writing of the outcome of the grievance process.

10. Remedies Available for Substantiated Allegations—If the outcome of the hearing is that the allegations of Sex Discrimination, Sexual Harassment or Sexual Misconduct have been substantiated, the Title IX Coordinator or other authorized administrators may immediately provide the Complainant with appropriate remedies including, but not limited to, one or more of the following:
   (a) Providing escort services to assure that the Complainant can move safely between classes and activities;
   (b) Removing the perpetrator from classes or extracurricular activities which include the Complainant or otherwise assuring that the Complainant and the perpetrator are not required to share the same classes or extracurricular activities;
   (c) Moving the perpetrator to a different residence hall to assure that the Complainant and the perpetrator are not required to share the same residence hall;
   (d) Providing the Complainant with comprehensive victim services including medical services, counseling and academic support services such as tutoring;
   (e) Arranging for the Complainant to have extra time to complete or re-take a class or withdraw from a class without an academic or financial penalty; and
   (f) Any of the interim remedies outlined in Section H above.

The Title IX Coordinator or other authorized administrator may also provide additional remedies as may be appropriate for the school community.

11. Any available appeals process must be equally available for both the Complainant and the accused.

K. Non-compliance

Failure to comply with this policy can result in disciplinary action. Employees also are cautioned that non-compliance with this policy may increase their risk of personal liability. Further, an individual who fails to report sexual harassment/violence under this policy may be determined to be ineligible for defense or protection under CRR 490.010 for any associated claims, causes of action, liabilities or damages.

L. Retaliation Prohibited – No person shall be subject to any form of retaliation for making a report required by this policy or for making any other good faith report to a Title IX Coordinator. Any person who engages in such retaliation shall be subject to disciplinary action in accordance with applicable procedures. The University strictly prohibits retaliation against any person for making a report required by this policy, for making any good faith report to a Title IX Coordinator or for filing, testifying, assisting, or participating in any investigation or proceeding involving allegations of sex discrimination, sexual harassment or sexual misconduct. Any person who engages in such retaliation shall be subject to disciplinary action in accordance with applicable
Examples of prohibited retaliation include, but are not limited to, giving a lesser grade than the student’s academic work warrants because she filed a complaint of sexual harassment; giving lower than justified performance appraisals because a person was a witness in an investigation of alleged sexual harassment; and threatening to spread false information about a person for filing a complaint of sexual harassment.

Interim Remedies Available During Investigation—During the investigation and prior to making a determination that alleged sexual misconduct or other misconduct alleged to constitute sex discrimination has occurred, the Title IX Coordinator or other authorized administrators may provide interim remedies including, but not limited to, one or more of the following:

Office of Civil Rights – Inquiries concerning the application of Title IX also may be referred to the United States Department of Education’s Office for Civil Rights. For further information on notice of nondiscrimination, visit http://wdcrobcolp01.ed.gov/CFAPPS/OCR/contactus.cfm and for the address and phone number of the U.S. Department of Education office which serves your area, or call 1-800-421-3481. The State of Missouri regional Office of Civil Rights is located in Kansas City and is available to provide assistance.

Region VII - Kansas City (Iowa, Kansas, Missouri, Nebraska)
Regional Manager
Office for Civil Rights
U.S. Department of Health and Human Services
Kansas City, MO 64106
Voice Phone (816) 426-7277
FAX (816) 426-3686
TDD (816) 426-7065

Related UM System Policies and Procedures – Related UM System policies and procedures include:


  o See also, Human Resources Manual – HR-510


- UM System Grievance Procedures -
  http://www.umsystem.edu/ums/rules/collected_rules/grievance

- Academic Grievance Procedure -
  http://www.umsystem.edu/ums/rules/collected_rules/grievance/ch370/370.010_Academic_Grievance_Procedure

- Administrative, Service, and Support Staff
  - http://www.umsystem.edu/ums/rules/collected_rules/grievance/ch380/380.010_grievance_procedure_administrative_service_support_staff

- Student Discrimination Grievances -
  http://www.umsystem.edu/ums/rules/collected_rules/grievance/ch390/grievance_390.010

- Positive Work & Learning Environment Positive Work and Learning Environment
(Replaces 330.062 and is placed so that it clearly applies to students and employees)

Title IX Policy and Procedures –
Sex Discrimination, Sexual Harassment and Sexual Misconduct in Education

The policy set forth in this rule is intended to supplement the existing policies of the University of Missouri System and its respective campuses, as those policies relate to Title IX of the Education Amendments of 1972 (“Title IX”), 20 U.S.C. Sections 1881 et seq., and its implementing regulations, 34 C.F.R. Part 106. In all informal or formal procedures involving allegations of Sex Discrimination, Sexual Harassment or Sexual Misconduct, regardless of any language found within the applicable procedural rules, the following shall apply:

A. Sex Discrimination, Sexual Harassment and Sexual Misconduct in Education

Sex discrimination is prohibited by University policy and law in educational programs, activities and employment. Title IX applies to all students, employees, volunteers and visitors at the University and prohibits unequal treatment on the basis of sex as well as sexual harassment and sexual misconduct, which are both forms of sex discrimination. Additionally, there is a specific application of Title IX in athletic programs to ensure gender equity and that women and men have equitable access to sports opportunities.

B. Statement of Nondiscrimination – As stated in its applicable rules and policies, the University of Missouri does not discriminate on the basis of race, color, religion, national origin, sex, sexual orientation, age, disability or status as a protected veteran. The University affirms its commitment to providing equal opportunities by establishing the Equal Opportunity Policy statement in Section 320.010 of the Collected Rules and Regulations. The University's nondiscrimination policies apply to any phase of its employment process, any phase of its admission or financial aid programs, or other aspects of its educational programs or activities. Additionally, this policy and the existing Title IX policies apply to allegations of sexual misconduct or allegations of other misconduct alleged to constitute sex discrimination, as defined in Section C below, all of which are forms of sex discrimination, occurring within the University's educational programs and activities and instances occurring in other settings if there are effects of the conduct that interfere with or limit students’ ability to participate in or benefit from the University’s educational programs and activities. Notices of nondiscrimination are posted on the websites and at other locations for the UM System and each of the campuses.

C. Definitions

1. Sex Discrimination – Sex discrimination occurs when a person has been treated inequitably based on her/his sex. Specifically, the University of Missouri System upholds Title IX, which states in part that “[n]o person in the United States shall on the basis of sex, be excluded from participation in, be denied the benefits of, or be subjected to discrimination under any education program or activity.” Sexual
harassment, sexual misconduct and sexual exploitation are forms of sex discrimination.

2. Sexual Harassment – Sexual harassment is a subset of sex discrimination and is therefore prohibited. Sexual harassment is defined as either:

(a) Unwelcome sexual advances or requests for sexual activity by a person or persons in a position of power or authority to another person, or
(b) Other unwelcome verbal or physical conduct of a sexual nature by a person to another when:
   (1) Submission to or rejection of such conduct is used explicitly or implicitly as a condition for academic or employment decisions; or
   (2) The purpose or effect of such conduct is to interfere unreasonably with the work or academic performance of the person being harassed; or
   (3) The purpose or effect of such conduct to a reasonable person is, to create an intimidating, hostile, or offensive environment.

The term “hostile environment” means that the sexual harassment must be sufficiently severe or pervasive and objectively offensive to alter the terms and conditions of the Complainant’s educational or work environment.

3. Sexual Misconduct – Sexual misconduct is a subset of sexual harassment and is thus also prohibited as a kind of sex discrimination. Sexual misconduct is including but not limited to nonconsensual sexual intercourse; nonconsensual sexual contact involving the sexual touching of the genitals, breast or anus of another person or the nonconsensual sexual touching of another with one’s own genitals whether directly or through the clothing; or exposing one’s genitals to another under circumstances in which he or she should reasonably know that his or her conduct is likely to cause affront or alarm; or sexual exploitation. The term nonconsensual includes, without limitations, circumstances in which the alleged victim was incapacitated by alcohol, drugs or other circumstances and, therefore, incapable of consenting.

4. Sexual Exploitation—Sexual exploitation is a subset of sexual misconduct and occurs when one person takes nonconsensual or abusive sexual advantage of another person for his/her own advantage or benefit or for the advantage or benefit of anyone other than the person being exploited and which behavior does not constitute any other form of sexual misconduct. Examples of sexual exploitation include, but are not limited to, the following activities done without the consent of all participants:

(a) Invasion of sexual privacy;
(b) Prostituting another person;
(c) Taping or recording of sexual activity;
(d) Going beyond the boundaries of consent to sexual activity (letting your friends hide to watch you engaging in sexual activity);
(e) Engaging in voyeurism;
(f) Knowingly transmitting an STI, STD, venereal disease or HIV to another person;
(g) Exposing one’s genitals to another person or inducing another to expose their genitals;
(h) Sex based stalking or bullying.
5. **Consent to Sexual Activity** - Consent to sexual activity is a voluntary agreement to engage in sexual activity. Someone who is incapacitated cannot consent. Past consent does not imply future consent. Silence or absence of resistance does not imply consent. Consent to engage in sexual activity with one person does not imply consent to engaged in sexual activity with another. Consent can be withdrawn at any time. Coercion, force, or threat of either invalidates consent.

6. **Incapacitated** - An individual who is incapacitated lacks the capacity to give knowing consent. Incapacitation can be due to the use of drugs or alcohol, when a person is asleep or unconscious, or because of an intellectual or other disability that prevents the individual from having the capacity to give consent.

**D. Title IX Coordinators**

Duties and responsibilities of the University’s Title IX Coordinators include monitoring and oversight of overall implementation of Title IX Compliance at the University, including coordination of training, education, communications, and coordination with grievance procedures for faculty, staff, students and other members of the University community.

Any person having inquiries concerning the application of Title IX should contact their respective UM System or campus Title IX Coordinator. The following individuals serve as Title IX Coordinators and are designated to handle inquiries regarding the non-discrimination policies and to serve as the coordinators for purposes of Title IX compliance:

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113 Centennial Hall
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Rolla, MO 65409
**Telephone Number:** (573) 341-4920
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http://titleix.mst.edu/
E. Reporting Sexual Harassment including Sexual Misconduct

1. Students, Employees, Volunteers and Visitors – Students, Employees, Volunteers and Visitors of the University who have experienced any form of sex discrimination, including sexual harassment or sexual misconduct, are encouraged to report the incident promptly to the appropriate Title IX Coordinator listed in Section D above. For questions regarding confidentiality or requests that the complaint not be pursued, see Section F. below.

2. Mandated Reporters – Any employee of the University who becomes aware of an act of sexual harassment (including sexual misconduct) or behavior which could be characterized as sexual harassment, when perpetrated against a student of the University is considered a Mandated Reporter. Exception: Employees with a legal obligation or privilege of confidentiality (including health care providers, counselors, lawyers, and their associated staff) are not considered Mandated Reporters and are not required to report when the information is learned in the course of a confidential communication. This also means that the employee seeking the exemption is
employed by the University for that specific purpose and was acting in that capacity when the confidential disclosure was made. If the information is not learned in the course of confidential communication (for example, behavior is observed in class) then the employee has the same obligation as a Mandated Reporter.

3. **Required Reporting and Disclosure** – A Mandated Reporter is required to promptly report the information s/he receives to the appropriate Title IX Coordinator. The Mandated Report must be made regardless of whether the person reporting the information to the Mandated Reporter requests confidentiality and regardless of how the Mandated Reporter becomes aware of the offensive behavior (personal observation, direct information from the subject of the behavior, indirect information from a third party, etc.). If the Complainant, as defined in Section 200.020 (B)(5) of the Collected Rules and Regulations, requests confidentiality or that the charges not be pursued, the Mandated Reporter should warn the Complainant that, at this stage in the process, the Mandated Reporter must report some information to the Title IX Coordinator, depending on the employment status of the Mandated Reporter. The UM System and campuses should provide appropriate training to those employees likely to witness or receive reports of sexual harassment and violence.

4. **Content of Mandated Report to Title IX Coordinator** – The information required of the Mandated Reporter will be based on the employment status of that individual. Supervisors must report all details that they possess. This includes names of the parties, if known, and all other information in the supervisor’s possession. Non-supervisory employees must report the known circumstances of the harassing behavior but their initial report is not required to give the name or other identifying information about the Complainant. The Title IX Coordinator will advise whether additional information needs to be reported.

**F. Requests for Confidentiality or Not to Pursue a Preliminary Investigation**

1. The Title IX Coordinator or other appropriate official should inform and obtain the consent from the Complainant before beginning an preliminary investigation. If the Complainant requests confidentiality or asks that the complaint not be pursued, the Title IX Coordinator should take all reasonable steps to investigate and respond to the complaint consistent with the request for confidentiality or request not to pursue an investigation. If a Complainant insists that his or her name or other identifiable information not be disclosed to the alleged perpetrator, the Title IX Coordinator should inform the Complainant that the institution’s ability to respond may be limited. The Title IX Coordinator should evaluate the Complainant’s request in the context of providing a safe and nondiscriminatory environment for all students.

2. After due deliberation of the Complainant’s request, and in accordance with Title IX, the Title IX Coordinator may decide not to proceed with an investigation or referral to a grievance process. Such a decision should be well-reasoned and documented. If, after due deliberation, the Title IX Coordinator decides the University cannot or should not take disciplinary action against the alleged harasser, the Title IX Coordinator should consider other steps to limit the effects of the alleged harassment and prevent its recurrence.
G. Cooperation with Law Enforcement

The Title IX Coordinator will not wait for the conclusion of a criminal investigation or criminal proceeding to begin the Title IX preliminary investigation. It may be necessary to delay temporarily the fact-finding portion of a Title IX preliminary investigation while the police are gathering evidence. The Title IX Coordinator will promptly resume the preliminary Title IX investigation as soon as notified by the law enforcement agency that it has completed the evidence-gathering process. The Title IX Coordinator will implement appropriate interim steps during the law enforcement agency’s investigation period to provide for the safety of the Complainant and the campus community and the avoidance of retaliation.

H. Interim Remedies Available During Investigation—During the preliminary investigation and grievance process and prior to making a determination whether the alleged sexual misconduct or other misconduct alleged to constitute sex discrimination has occurred, the Title IX Coordinator or other authorized administrators may provide interim remedies including, but not limited to, one or more of the following:

1. Granting the request of the Complainant or the accused person to change classes, assignments or tests to avoid the other person;
2. Granting the request of the Complainant or the accused person to change to another housing unit to avoid the other person;
3. Granting the request of the Complainant or the accused person to change extracurricular activities to avoid the other person;
4. Granting the request of the Complainant or the accused person to change transportation, dining facilities or other services to avoid the other person;
5. Granting the request of the Complainant or the accused to alternative work assignments;
6. Informing the Complainant of and facilitating access to available resources for victim advocacy, counseling, medical services, mental health services, housing assistance, academic support services and any other services that may be beneficial to the Complainant; and
7. Informing the Complainant of her/his right to notify law enforcement authorities of the alleged incident.

I. Preliminary Investigation

A preliminary investigation into the report shall be conducted by the Title IX Coordinator or designee. For questions regarding confidentiality or requests that the complaint not be pursued, see Section F above. The purpose of the preliminary investigation is to gather enough information to refer the matter to the appropriate grievance process and to provide appropriate interim remedies. The preliminary investigation shall be concluded within a reasonable amount of time required to complete the investigation (typically 10-14 days). The preliminary investigation will be conducted in a manner so that it is adequate, reliable and impartial. The preliminary investigation may include any of the following: interviews of the parties involved, including witnesses, and the gathering of other relevant information.

At the conclusion of the preliminary investigation, both the Complainant and the accused will be provided written information regarding the appropriate grievance process and interim remedies. The accused will not be notified of the individual remedies offered or provided to the Complainant.
J. Grievance Processes and Procedures

The University has grievance processes in place depending on whether the matter involves students, employees or visitors. At the conclusion of the preliminary investigation, both the Complainant and the accused will be provided written information regarding the appropriate grievance process. In all informal or formal procedures involving allegations of Sex Discrimination, Sexual Harassment or Sexual Misconduct, regardless of any language found within the applicable procedural rules, the following shall apply:

1. The standard of proof shall be “preponderance of the evidence.”
2. Informal resolution procedures are optional and may be used when the University determines that it is appropriate and both the Complainant and the accused are agreeable. Either the Complainant or the accused may end the informal procedure at any time and move to the formal procedure.
3. Mediation, where both Complainant and the accused are together in the same room, is never utilized in cases involving allegations of nonconsensual sexual intercourse or nonconsensual sexual contact.
4. Both the Complainant and the accused will be given notice of the procedure and equal opportunity to present witnesses and evidence.
5. Questioning or evidence about the Complainant’s prior sexual conduct with anyone other than the accused is prohibited.
6. The accused may not personally cross-examine the Complainant and the Complainant may not personally cross-examine the accused. Questions should be directed through the chair and those deemed appropriate and relevant will be asked on his/her behalf.
7. The grievance process will normally be resolved within 60 calendar days. Deviations from this timeframe will be promptly communicated to both parties.
8. Both the Complainant and the accused will be given periodic updates.
9. The Complainant, the accused and the Title IX Coordinator will be notified in writing of the outcome of the grievance process.
10. Remedies Available for Substantiated Allegations—If the outcome of the hearing is that the allegations of Sex Discrimination, Sexual Harassment or Sexual Misconduct have been substantiated, the Title IX Coordinator or other authorized administrators may immediately provide the Complainant with appropriate remedies including, but not limited to, one or more of the following:
   (a) Providing escort services to assure that the Complainant can move safely between classes and activities;
   (b) Removing the perpetrator from classes or extracurricular activities which include the Complainant or otherwise assuring that the Complainant and the perpetrator are not required to share the same classes or extracurricular activities;
   (c) Moving the perpetrator to a different residence hall to assure that the Complainant and the perpetrator are not required to share the same residence hall;
   (d) Providing the Complainant with comprehensive victim services including medical services, counseling and academic support services such as tutoring;
   (e) Arranging for the Complainant to have extra time to complete or re-take a class or withdraw from a class without an academic or financial penalty; and
   (f) Any of the interim remedies outlined in Section H above.
The Title IX Coordinator or other authorized administrator may also provide additional remedies as may be appropriate for the school community.

11. Any available appeals process must be equally available for both the Complainant and the accused.

K. Non-compliance

Failure to comply with this policy can result in disciplinary action. Employees also are cautioned that non-compliance with this policy may increase their risk of personal liability. Further, an individual who fails to report sexual harassment/violence under this policy may be determined to be ineligible for defense or protection under CRR 490.010 for any associated claims, causes of action, liabilities or damages.

L. Retaliation Prohibited – The University strictly prohibits retaliation against any person for making a report required by this policy, for making any good faith report to a Title IX Coordinator or for filing, testifying, assisting, or participating in any investigation or proceeding involving allegations of sex discrimination, sexual harassment or sexual misconduct. Any person who engages in such retaliation shall be subject to disciplinary action in accordance with applicable procedures. Examples of prohibited retaliation include, but are not limited to, giving a lesser grade than the student's academic work warrants because she filed a complaint of sexual harassment; giving lower than justified performance appraisals because a person was a witness in an investigation of alleged sexual harassment; and threatening to spread false information about a person for filing a complaint of sexual harassment.

M. Office of Civil Rights – Inquiries concerning the application of Title IX also may be referred to the United States Department of Education’s Office for Civil Rights. For further information on notice of nondiscrimination, visit http://wdcrobc0lp01.ed.gov/CFAPPS/OCR/contactus.cfm and for the address and phone number of the U.S. Department of Education office which serves your area, or call 1-800-421-3481. The State of Missouri regional Office of Civil Rights is located in Kansas City and is available to provide assistance.

Region VII - Kansas City (Iowa, Kansas, Missouri, Nebraska)
Regional Manager
Office for Civil Rights
U.S. Department of Health and Human Services
Kansas City, MO 64106
Voice Phone (816) 426-7277
FAX (816) 426-3686
TDD (816) 426-7065

N. Related UM System Policies and Procedures – Related UM System policies and procedures include:

• UM Sexual Harassment Policy -
  o See also, Human Resources Manual – HR-510
• UM System Student Conduct -
  http://www.umsystem.edu/ums/rules/collected_rules/programs/ch200/

• UM System Rules of Procedures in Student Conduct Matters –

• UM System Grievance Procedures -
  http://www.umsystem.edu/ums/rules/collected_rules/grievance

• Academic Grievance Procedure -
  http://www.umsystem.edu/ums/rules/collected_rules/grievance/ch370/370.010_Academic_Grievance_Procedure

• Administrative, Service, and Support Staff -
  http://www.umsystem.edu/ums/rules/collected_rules/grievance/ch380/380.010_grievance_procedure_administrative_service_support_staff

• Student Discrimination Grievances -
  http://www.umsystem.edu/ums/rules/collected_rules/grievance/ch390/grievance_390.010

• Positive Work & Learning Environment Positive Work and Learning Environment
Collected Rules and Regulations
Personnel
Chapter 330: Employee Conduct

330.065 Consensual Amorous Relationship Policy
Bd. Min. 12-15-06

A. The University of Missouri promotes an atmosphere of professionalism based on mutual trust and respect. The integrity of interaction among faculty, staff and students must not be compromised. In that regard, consensual amorous relationships between members of the University community are prohibited when one participant has direct evaluative or supervisory authority over the other because such relationships create an inherent conflict of interest. Examples of such relationships that are prohibited include, but are not limited to, employee (faculty, staff or student)/student and supervisor (faculty, staff or student)/subordinate, when those relationships involve direct evaluative or supervisory authority. In such cases, the individual in the evaluative or supervisory position has an obligation to disclose the consensual amorous relationship to his or her administrative superior and to cooperate with the administrative superior in removing himself or herself from any such evaluative or supervisory activity in order to eliminate the existing or potential conflict of interest.

B. Should a violation of this policy be claimed by a person involved in the consensual amorous relationship, the matter shall be investigated by the appropriate University official or, if that person elects to file a grievance, under the appropriate University grievance procedure or, if the complainant believes he or she has been discriminated against based upon his or her sex, he or she may file a complaint with the Title IX Coordinator for the campus. Should any employee or student not involved in the consensual amorous relationship claim to have been adversely affected personally by a violation of this policy, the situation will be investigated by the appropriate University official or, if that person elects to file a grievance, under the appropriate University grievance procedure or, if the complainant believes he or she has been discriminated against based upon his or her sex, he or she may file a complaint with the Title IX Coordinator for the campus. A violation of this policy, regardless of the manner in which it is brought to the attention of the University, may lead to disciplinary action as
appropriate, up to and including termination of employment in the most serious circumstances, following appropriate processes for such discipline.

C. For purposes of this policy, consensual amorous relationships exist when two individuals mutually and consensually understand a relationship to be romantic and/or sexual in nature except when those two individuals are married to each other. Direct evaluative or supervisory authority exists when one participant is personally involved in evaluating, assessing, grading, or otherwise determining the other participant’s academic or employment performance, progress or potential.
Collected Rules and Regulations
Personnel
Chapter 330: Employee Conduct

330.065 Consensual Amorous Relationship Policy

Bd. Min. 12-15-06

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termination of employment in the most serious circumstances, following appropriate processes for such discipline.

C. For purposes of this policy, consensual amorous relationships exist when two individuals mutually and consensually understand a relationship to be romantic and/or sexual in nature except when those two individuals are married to each other. Direct evaluative or supervisory authority exists when one participant is personally involved in evaluating, assessing, grading, or otherwise determining the other participant’s academic or employment performance, progress or potential.
Temporary Delegation of Authority to the President regarding Mental Health and Sexual Assault Issues

In January 2014, President Wolfe launched an intensive effort to review, evaluate and improve the University’s policies and practices relating to sexual assaults and mental health. The goal of the effort is to become a leader and exemplar of best practices in higher education. A Mental Health and Sexual Assault Task Force was formed which has, among other things, created and published an inventory of services available to students and others; reviewed and assessed existing policies and practices related to sexual assault and mental health; and made recommendations for changes in certain Collected Rules and Regulations with the expectation that more will be proposed. Additional work will continue through the summer with the goal of having policies and training in place at the beginning of the 2014 Fall Semester.

The President and the Task Force have recommended what they believe to be non-controversial amendments to the Collected Rules for consideration by the Board at this June meeting. The President and the Task Force expect to propose other amendments that require consultation with important University constituencies prior to making final recommendations to the Board. As this work continues throughout the summer, it is possible that the President will need to take certain actions that supersede or conflict with existing Collected Rules and Regulations of the University and that he will need to take those actions before the beginning of the Fall Semester and before the next full meeting of the Board on October 2-3, 2014. A special meeting of the Board could be called to consider such actions, but it is possible that necessary action will not be singular; but an evolving series of actions that would require more than one special meeting of the Board over the summer. Thus, the Task Force needs to work over the summer; the President needs to act before the Fall Semester begins; and the Board is not scheduled for a full meeting until October.

Under the Board’s delegation of authority to the President, the President is “delegated the general power to act for and on behalf of the Board of Curators and the [University] subject only to the Bylaws, Board Rules and Regulations or specific instructions of the Board.” This delegation to the President is limited in that he may not act inconsistently with existing Collected Rules. As part of the effort to upgrade the University’s sexual assault and mental health policies and programs, however, it is possible that the President will need to take actions, primarily through the issuance of executive orders, that supersede or conflict with existing rules, and that he may need to take such actions before the October Board meeting. Accordingly, the President needs some temporary authority to take actions, if necessary, which may conflict with existing rules. The proposed action item temporarily delegates authority to the President to take actions which he believes are in the best interests of the University, but may conflict with existing rules. Under the proposed action, such actions and orders would be effective immediately, but subject to ratification by the Board at its October meeting. This temporary grant of authority will limited to actions relating to mental health and sexual assault issues and it will expire at the end of the October Board meeting.
Recommended Action - Temporary Delegation of Authority to the President regarding Mental Health and Sexual Assault issues

It was recommended by Executive Vice President Foley and Vice President Rodriguez, endorsed by President Wolfe, moved by Curator ________ and seconded by Curator __________, that the following action be approved:

The Board’s general delegation of authority set forth in Collected Rule and Regulation 20.020 be temporarily expanded regarding sexual assault and mental health issues such that the President may, if he determines it necessary and in the best interests of the University, take actions, including issuing executive orders, that supersede or conflict with existing Collected Rules and Regulations of the University, and that any such actions or orders shall take effect immediately; provided, however, that any such actions or orders shall be limited to mental health and sexual assault issues and shall be subject to ratification by the Board at its meeting on October 2-3, 2014.

This temporary delegation of authority shall expire without further action at the conclusion of the Board’s October 2-3, 2014 meeting.

Roll call vote of Committees: YES NO

Curator Bradley
Curator Covington
Curator Cupps
Curator Goode
Curator Henrickson
Curator Phillips
Curator Steward

The motion ____________.

Roll call vote of Board: YES NO

Curator Bradley
Curator Covington

June 19-20, 2014
Curator Cupps  
Curator Downing  
Curator Goode  
Curator Henrickson  
Curator Phillips  
Curator Steward

The motion __________________.
No. 3

Recommended Action - Adjourn Board of Curators Academic, Student and External Affairs Committee Meeting.

It was moved by Curator ___________ and seconded by Curator ____________, that the Board of Curators Academic, Student and External Affairs Committee meeting, June 19-20, 2014, be adjourned.

Roll call vote of the Committee: YES NO

Curator Covington
Curator Cupps
Curator Henrickson
Curator Steward

The motion ____________.
The Compensation and Human Resources Committee may have referred to it matters relating to the compensation, benefits and other human resource functions of the University and associated programs and policies.

1. The Vice President for Human Resources of the University of Missouri or some other person or persons designated by the President of the University shall be an ex officio member of this Committee.
2. The Compensation and Human Resources Committee shall be the Board Committee for executive compensation based on established individual dollar threshold and multi-year contract arrangements; Retirement Disability and Death Benefits Program; medical plan and all other benefit programs of the University; human resource and labor policy; and attendant financial considerations associated with these programs with the exception of the Retirement Trust. The Compensation and Human Resources Committee has broad responsibility for oversight in matters involving personnel and compensation throughout the University. The President shall regularly consult with the committee in the following areas:
   a. Multi-year employment contracts and extensions;
   b. Compensation and salary levels for General Officers, faculty, and staff;
   c. Performance and annual review protocols;
   d. Market and wage comparator groups;
   e. Evaluating benefits, retirement, and post-retirement plans; and
   f. Promulgating employee recruitment, hiring, and termination policies.
**Annual Compensation and Human Resources Committee Meeting Topics**

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<tr>
<th>Month Range</th>
<th>Topic</th>
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<td>January/February</td>
<td>Annual Benefits Update</td>
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<tr>
<td>March/April</td>
<td>Annual retirement plan actuarial report &amp; required contribution</td>
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Total Rewards Task Force Recommendations

In April 2014, the University of Missouri Total Rewards Task Force presented the following eight recommendations as an information item to the Board of Curators.

1. Treat pay and benefits as interrelated parts of the overall Total Rewards strategy
2. Establish a benefits rate cap
3. Increase flexibility within Total Rewards programs
4. Utilize medical plan options to encourage healthy behavior and efficient use of health care services
5. Leverage marketplace opportunities for retiree medical benefits
6. Evaluate additional retirement plan options
7. Evaluate time-off plans for staff
8. Invest in communication and education about Total Rewards that promotes informed decision-making

UM System Human Resources in conjunction with campus leadership, and with the support of the Retirement and Staff Benefits Committee, is continuing the work that the Task Force initiated. As described in the included presentation initial efforts are focused on medical plan options and wellness programs for 2015. However, progress has been made on recommendations 2 and 7: the benefits rate cap and the staff time-off plans.

This item is for information only.
Advancing Missouri
Reimagining
Our University Experience

Board of Curators
June 19-20, 2014
What we value

Career
Benefits
Pay
Culture
Work Content
Summary of recommendations

1. Treat pay and benefits as interrelated parts of the overall Total Rewards strategy
2. Establish a benefits rate cap
3. Increase flexibility within Total Rewards programs
4. Utilize medical plan options to encourage healthy behavior and efficient use of health care services
5. Leverage marketplace opportunities for retiree medical benefits
6. Evaluate additional retirement plan options
7. Evaluate time-off plans for staff
8. Invest in communication and education about Total Rewards that promotes informed decision making
Leadership and change

- Active leadership is needed to manage change
- The message is clear...
  *The time for change is now*

**Direction:**
- Balance competitive rewards with financial impact
- Increase employee engagement in their rewards
- Offer greater financial predictability for the campuses
- Increase compensation
Establish a benefits rate cap

‘Benefits rate’ (28%) is the mechanism to fund university contributions to benefit programs.

- Benchmarking complete
- Agreement with campuses to hold benefits rate flat for FY15 – FY17
- Rate cap does **not** mean cost shift to employees
Utilize medical plan options to lower costs and encourage healthy behavior

RECOMMENDATION 4

- Take bold steps toward **curbing cost trend**
- Use behavioral economics to **improve choice making**
- **Increase education** opportunities and **provide support resources** for faculty and staff to make choices
- Encourage active faculty and staff **engagement**
- **Increase** wellness incentive/participation
‘Bold steps’ for 2015 medical plans

- Partner with MUHC to offer a NEW pilot plan in Columbia*
- Require faculty and staff to actively select a plan or waive coverage
- Reward tobacco-free faculty and staff
- Increase participation and rewards for wellness activities

*Product not available in other cities
Evaluate time-off plans for staff

- Cross-campus team will be led by Carol Hintz, UMKC Associate Vice Chancellor for Human Resources
- Holistic look at disability programs and Family Medical Leave as well as sick, vacation and personal leave
- Recommendation by middle of 2015
Invest in communication, education and behavior change

RECOMMENDATION 8

- Recognize a need for enhanced infrastructure to support this area
- Foundational piece for faculty and staff engagement
- Critical to faculty and staff understanding of changes in 2015 and beyond
- Partnering with campuses to broaden expertise and resources
New communication tools

- *Reimagining Our University Experience* web page:
  
  umsystem.edu/totalrewards/reimagining

- Total Rewards blog:
  
  umsystem.edu/newscentral/totalrewards/
Reimagining Our University Experience

Formed in June 2013, the University of Missouri Total Rewards Ad Hoc Task Force was charged with assisting the Vice President for Human Resources in developing and communicating recommendations to improve the university’s Total Rewards Program offerings. The Task Force has provided the vice president with the recommendations described here. Now, we want to hear from you! How would you reimagine your university experience?

Key themes for Reimagining Our University Experience

Click to view this video on YouTube

What are the Task Force’s recommendations?

The following eight recommendations, along with details and related research, are presented in the Task Force’s full report (PDF):

1. Treat pay and benefits as interrelated parts of the overall Total Rewards strategy.
2. Establish a benefits rate cap.
3. Increase flexibility within the Total Rewards programs.
Let's Talk Total Rewards
engaging our university community

Discounts for faculty and staff, save on gyms, fitness gear, amusement parks and more

Posted on June 10th, 2014 | No Comments

As a University of Missouri faculty or staff member, many discounts are available to you, from gyms to amusement parks, cell phones to coffee.

Voluntary Retirement Plans can make your money work for you

Posted on June 6th, 2014 | No Comments

Don't navigate the retirement savings maze alone. Let us help. Faculty and staff systemwide can schedule a free, confidential appointment with a Fidelity or TIAA-CREF financial counselor.

Show-Me State Games provide opportunities for physical and mental wellbeing

Posted on June 5th, 2014 | No Comments

The Show-Me State Games is celebrating its 30th anniversary this summer. This Olympic-style sporting event is the largest of its kind in the country. Last year, there were more than 25,000 athletes competing in more than 40 events ranging from baseball to mountain biking. In June and July, athletes from across the state will celebrate these games in Columbia.
Amendments to University’s Non-Discrimination Policies

During the 2013-14 academic year, four campus student governing bodies and two campus faculty governing bodies passed resolutions to amend current University of Missouri policies to include explicit prohibitions against discrimination on the basis of “gender identity” and “gender expression.” Those and related terms are defined by the American Psychological Association as:

Transgender is an umbrella term for persons whose gender identity, gender expression or behavior does not conform to that typically associated with the sex to which they were assigned at birth. Gender identity refers to a person’s internal sense of being male, female or something else; gender expression refers to the way a person communicates gender identity to others through behavior, clothing, hairstyles, voice or body characteristics. “Trans” is sometimes used as shorthand for “transgender.” While transgender is generally a good term to use, not everyone whose appearance or behavior is gender-nonconforming will identity as a transgender person. The ways that transgender people are talked about in popular culture, academia and science are constantly changing, particularly as individuals’ awareness, knowledge and openness about transgender people and their experiences grow. https://www.apa.org/topics/lgbt/transgender.aspx

Existing University rules and policies do not expressly address the topic of discrimination on the basis of gender identity or gender expression, although they do prohibit discrimination against employees and students on the basis of “sex” and “sexual orientation,” which can be interpreted to include gender identity and gender expression. For example, CRR 330.062 provides that “the University of Missouri does not discriminate on the basis of race, color, national origin, sex, sexual orientation, age, disability or status as a protected veteran,” but does not expressly mention gender identity or gender expression.

The Equal Employment Opportunity Commission and some federal courts have interpreted Title VII’s prohibition against discrimination on the basis of sex to include a prohibition against discrimination on the basis of gender identity and gender expression (some courts have held to the contrary). The EEOC recently listed coverage of transgender individuals under Title VII as one component of its top six national enforcement priorities. Similarly, the U.S. Department of Education Office of Civil Rights recently stated that Title IX’s sex discrimination prohibition extends to claims of discrimination based on gender identity or failure to conform to stereotypical notions of masculinity or femininity and that OCR will accept such complaints for investigation. Research conducted by the UM Office of Human Resources shows that the majority of our peer institutions expressly prohibit discrimination on the basis of gender identity and gender expression (see attached summary).
While UM’s current Collected Rules and Regulations prohibit discrimination on the basis of sex, which implicitly could include gender identity and gender expression, a more explicit prohibition is advisable. Given that our peer institutions have policies expressly prohibiting such discrimination and the federal government’s recent enforcement emphasis in this area, adding express coverage for gender identity and gender expression appears to be the best way to bring the University’s non-discrimination policies into the mainstream of peer institutions and minimize legal risk to the University. The proposed amendments to the University’s Collected Rules and Regulations are attached.
No. 1

Recommended Action - Amendments to University’s Non-Discrimination Policies

It was recommended by Vice President Rodriguez, endorsed by President Wolfe, moved by Curator ________ and seconded by Curator ________, that the following action be approved:

The University’s non-discrimination policies, including Collected Rules and Regulations 320.010, 330.060, 330.062, 370.010 (plus Appendix A), 370.01 and 390.010, be amended to include express prohibitions against discrimination on the basis of gender identity and gender expression, as set forth in the attached amended rules.

Roll call vote of Committee: YES NO

Curator Bradley
Curator Cupps
Curator Goode
Curator Henrickson
Curator Phillips

The motion __________.

Roll call vote of Board: YES NO

Curator Bradley
Curator Covington
Curator Cupps
Curator Downing
Curator Goode
Curator Henrickson
Curator Phillips
Curator Steward

The motion __________________.
Amendments to University’s Non-Discrimination Policies

Peer Research Summary

Of the 75 institutions in MU's peer group, 63 have non-discrimination policies that include gender identity. 38 of these institutions also include gender expression.

- Of the 34 public AAU institutions, 30 include gender identity in their non-discrimination policies. 18 of these institutions also include gender expression.
- Of the 26 private AAU institutions, all 26 include gender identity in their non-discrimination policies. 16 of these institutions also include gender expression.
- Of the 13 SEC institutions, 6 include gender identity in their non-discrimination policies. 4 of these institutions also include gender expression.

Of 30 institutions in UMSL's peer group, 14 include gender identity in their non-discrimination policies. 11 of these institutions also include gender expression.

Of 24 institutions in UMKC's peer group, 16 include gender identity in their non-discrimination policies. 10 of these institutions also include gender expression.

Of 15 institutions in MO S&T's peer group, 10 include gender identity in their non-discrimination policies. 4 of these institutions also include gender expression.
Collected Rules and Regulations
Personnel
Chapter 320: Employment and Termination

320.010 Equal Employment Opportunity Policy

Bd. Min. 2-19-71; Reaffirmed Bd. Min. 10-14-77; Amended Bd. Min. 5-23-80; Amended Bd. Min. 10-15-82; Amended Bd. Min. 10-16-03.

A. Policy -- The Curators of the University of Missouri do hereby reaffirm and state the policy of the University of Missouri on Equal Employment/Educational Opportunity.

   1. Equal Opportunity is and shall be provided for all employees and applicants for employment on the basis of their demonstrated ability and competence without discrimination on the basis of their race, color, religion, sex, sexual orientation, gender identity, gender expression, national origin, age, disability, or status as a Vietnam era veteran. This policy shall not be interpreted in such a manner as to violate the legal rights of religious organizations or military organizations associated with the Armed Forces of the United States of America.

   2. Equal Opportunity is and shall be also provided for all students and applicants for admission in compliance with existing legislation.

B. Procedures -- The President of the University shall establish affirmative action procedures to implement this policy.
Collected Rules and Regulations
Personnel
Chapter 320: Employment and Termination

320.010 Equal Employment Opportunity Policy

Bd. Min. 2-19-71; Reaffirmed Bd. Min. 10-14-77; Amended Bd. Min. 5-23-80; Amended Bd. Min. 10-15-82; Amended Bd. Min. 10-16-03.

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2. Equal Opportunity is and shall be also provided for all students and applicants for admission in compliance with existing legislation.

B. Procedures -- The President of the University shall establish affirmative action procedures to implement this policy.
Collected Rules and Regulations
Personnel
Chapter 330: Employee Conduct

330.060 Sexual Harassment

Executive Order No. 20, 3-17-81 (Rev. 7-1-81 and 9-20-83), Bd. Min. 3-18-93.

This University of Missouri policy aims for an increased awareness regarding sexual harassment by making available information, education and guidance on the subject for the University community.

A. Policy Statement -- It is the policy of the University of Missouri, in accord with providing a positive discrimination-free environment, that sexual harassment in the workplace or the educational environment is unacceptable conduct. Sexual harassment is subject to discipline, up to and including separation from the institution.

B. Definition -- Sexual harassment is defined for this policy as either:

1. Unwelcome sexual advances or requests for sexual activity by a University employee in a position of power or authority to a University employee or a member of the student body, or

2. Other unwelcome verbal or physical conduct of a sexual nature by a University employee or a member of the student body to a University employee or a member of the student body, when:
   a. Submission to or rejection of such conduct is used explicitly or implicitly as a condition for academic or employment decisions; or
   b. The purpose or effect of such conduct is to interfere unreasonably with the work or academic performance of the person being harassed; or
   c. The purpose or effect of such conduct to a reasonable person is, to create an intimidating, hostile, or offensive environment.
Sexual harassment may occur regardless of the sex, gender identity, gender expression, or sexual orientation of the parties.

C. Non-Retaliation -- This policy also prohibits retaliation against any person who brings an accusation of discrimination or sexual harassment or who assists with the investigation or resolution of sexual harassment. Notwithstanding this provision, the University may discipline an employee or student who has been determined to have brought an accusation of sexual harassment in bad faith.

D. Redress Procedures -- Members of the University community who believe they have been sexually harassed may seek redress, using the following options:

1. Pursue appropriate informal resolution procedures as defined by the individual campuses. These procedures are available from the campus Affirmative Action/Equal Opportunity Officer.

2. Initiate a complaint or grievance within the period of time prescribed by the applicable grievance procedure. Faculty are referred to Section 370.010, "Academic Grievance Procedures"; staff to Section 380.010, "Grievance Procedure for Administrative, Service and Support Staff" and students to Section 390.010, "Discrimination Grievance Procedure for Students".

Pursuing a complaint or informal resolution procedure does not compromise one's rights to initiate a grievance or seek redress under state or federal laws.

E. Discipline -- Upon receiving an accusation of sexual harassment against a member of the faculty, staff, or student body, the University will investigate and, if substantiated, will initiate the appropriate disciplinary procedures. There is a five year limitation period from the date of occurrence for filing a charge that may lead to discipline.

An individual who makes an accusation of sexual harassment will be informed:

1. at the close of the investigation, whether or not disciplinary procedures will be initiated; and

2. at the end of any disciplinary procedures, of the discipline imposed, if any.
Collected Rules and Regulations

Personnel

Chapter 330: Employee Conduct

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1. Unwelcome sexual advances or requests for sexual activity by a University employee in a position of power or authority to a University employee or a member of the student body, or

2. Other unwelcome verbal or physical conduct of a sexual nature by a University employee or a member of the student body to a University employee or a member of the student body, when:

   a. Submission to or rejection of such conduct is used explicitly or implicitly as a condition for academic or employment decisions; or

   b. The purpose or effect of such conduct is to interfere unreasonably with the work or academic performance of the person being harassed; or

   c. The purpose or effect of such conduct to a reasonable person is, to create an intimidating, hostile, or offensive environment.
Sexual harassment may occur regardless of the sex, gender identity, gender expression, or sexual orientation of the parties.

C. **Non-Retaliation** -- This policy also prohibits retaliation against any person who brings an accusation of discrimination or sexual harassment or who assists with the investigation or resolution of sexual harassment. Notwithstanding this provision, the University may discipline an employee or student who has been determined to have brought an accusation of sexual harassment in bad faith.

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1. Pursue appropriate informal resolution procedures as defined by the individual campuses. These procedures are available from the campus Affirmative Action/Equal Opportunity Officer.
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   An individual who makes an accusation of sexual harassment will be informed:

   1. at the close of the investigation, whether or not disciplinary procedures will be initiated; and

   2. at the end of any disciplinary procedures, of the discipline imposed, if any.
Chapter 330: Employee Conduct

330.062 Title IX Policies and Reporting

Executive Order 40, 4-8-14.

The policy set forth in this rule is intended to supplement the existing policies of the University of Missouri System and its respective campuses, as those policies relate to Title IX of the Education Amendments of 1972 (“Title IX”), 20 U.S.C. Sections 1881 et seq., and its implementing regulations, 34 C.F.R. Part 106.

A. Sex Discrimination, Harassment and Violence in Education (Title IX) – Sex discrimination is prohibited by university policy and law in educational programs, activities and employment. Title IX applies to all students, employees, volunteers and visitors at the university and prohibits unequal treatment on the basis of sex as well as sexual harassment and sexual violence, which are both forms of sex discrimination. Additionally, there is a specific application of Title IX in athletic programs to ensure gender equality and that women and men have equal access to sports opportunities.

B. Statement of Nondiscrimination – As stated in its applicable rules and policies, the University of Missouri does not discriminate on the basis of race, color, religion, national origin, sex, sexual orientation, gender identity, gender expression, age, disability or status as a protected veteran. The university affirms its commitment to providing equal opportunities by establishing the Equal Opportunity Policy statement. The university’s nondiscrimination policies apply to any phase of its employment process, any phase of its admission or financial aid programs, or other aspects of its educational programs or activities. Additionally, this policy and the existing Title IX policies apply to sexual violence or sexual harassment, both of which are forms of sex discrimination, occurring within the university’s educational programs and instances occurring in other settings if there are effects of the conduct that interfere with or limit students’ ability to participate in or benefit from the university’s educational programs. Notices of nondiscrimination are posted on the websites and at other locations for the UM System and each of the campuses.

C. Definitions

1. Sex Discrimination – Sex discrimination occurs when a person has been treated unequally based on her/his sex, gender identity, or gender expression. Specifically, Title IX prohibits the exclusion of persons from participation in, or denial of, the benefits of any university program or activity because of their sex, gender identity, or gender expression.

2. Sexual Harassment – Sexual harassment is a subset of sex discrimination and is therefore prohibited. Sexual harassment involves any unwelcome conduct of a sexual nature. The unwelcome conduct may involve direct action (advances, promises, etc.) by a person in authority, or sex-related behavior which creates a hostile environment, whether by one in power or by others. Sexual harassment may occur regardless of the sex, gender identity, gender expression, or the sexual orientation of the parties.
3. **Sexual Violence** – Sexual violence is a subset of sexual harassment and is thus also prohibited as a kind of sex discrimination. Sexual violence involves any physical sexual act which is perpetrated against a person’s will or done without valid consent (such as when the person is intoxicated). The primary motivation for sexual violence is not sexual gratification but rather the assertion of power; this inevitably leads to a hostile environment for the victim.

4. For additional definitions, see CRR 200.010, Standard of Conduct; CRR 200.020, Rules of Procedures in Student Conduct Matters; CRR 320.010, Equal Employment Opportunity Program; and CRR 330.060, Sexual Harassment.

D. **Reporting and Processing Information of Sexual Harassment (including Sexual Violence) Perpetrated Against Students**

1. **Applicability** – This section, and the reporting and processing of information covered by this section, shall apply to acts of sex harassment (including sexual violence) perpetrated against students of the university. Information regarding acts of misconduct, including sexual harassment and sexual violence, perpetrated against non-students within the university’s jurisdiction should be reported and processed pursuant to existing university policies (see e.g., HR-520, Reporting University-Related Misconduct).

2. **Mandated Reporters** – Any employee of the university who becomes aware of an act of sexual harassment (including sexual violence) or behavior which could be characterized as sexual harassment, when perpetrated against a student of the university is considered a Mandated Reporter. Exception: Employees with a legal obligation or privilege of confidentiality (including health care providers, counselors, lawyers, and their associated staff) are not considered Mandated Reporters and are not required to report when the information is learned in the course of a confidential communication. However, if the information is not learned in the course of confidential communication (for example, behavior is observed in class) then the employee has the same obligation as a Mandated Reporter.

3. **Required Reporting and Disclosure** – A Mandated Reporter is required to promptly report the information s/he receives to the appropriate Title IX Coordinator. The mandated report must be made regardless of whether the person reporting the information to the Mandated Reporter (the “Complainant”) requests confidentiality and regardless of how the Mandated Reporter becomes aware of the offensive behavior (personal observation, direct information from the subject of the behavior, indirect information from a third party, etc.). If the Complainant requests confidentiality or that the charges not be pursued, the Mandated Reporter should warn the Complainant that, at this stage in the process, the Mandated Reporter must report some information to the Title IX Coordinator, depending on the employment status of the Mandated Reporter. The UM System and
campuses should provide appropriate training to those employees likely to witness or receive reports of sexual harassment and violence.

4. **Content of Mandated Report to Title IX Coordinator** – The information required of the Mandated Reporter will be based on the employment status of that individual. Supervisors must report all details that they possess. This includes names of the parties, if known, and all other information in the supervisor’s possession. Non-supervisory employees must report the known circumstances of the harassing behavior but their initial report is not required to give the name or other identifying information about the Complainant. The Title IX Coordinator will advise whether additional information needs to be reported.

5. **Title IX Coordinator’s Review** – Upon receipt of information of potential sexual harassment (including sexual violence), the Title IX Coordinator shall review the information and, if necessary, immediately investigate to determine whether there is cause to believe that the alleged behavior violates Title IX or the university’s non-discrimination policies. If so, the case will be handled according to the requirements of Title IX and referred for appropriate action under existing disciplinary policies for students, staff, or faculty as the case may be. The Title IX Coordinator also will assess whether other action is needed to eliminate the sexual harassment, prevent its recurrence, and address its effects and will undertake or initiate such action as may be required in coordination with appropriate university officials.

6. **Requests for Confidentiality or Not to Pursue an Investigation**
   a. The Title IX Coordinator or other appropriate official should inform and obtain the consent from the Complainant before beginning an investigation. If the Complainant requests confidentiality or asks that the complaint not be pursued, the Title IX Coordinator should take all reasonable steps to investigate and respond to the complaint consistent with the request for confidentiality or request not to pursue an investigation. If a Complainant insists that his or her name or other identifiable information not be disclosed to the alleged perpetrator, the Title IX Coordinator should inform the Complainant that his or her ability to respond may be limited. The Title IX Coordinator should evaluate the Complainant’s request in the context of providing a safe and nondiscriminatory environment for all students.

   b. After due deliberation of the Complainant’s request, and in accordance with Title IX, the Title IX Coordinator may decide not to proceed with an investigation or referral for disciplinary action. Such a decision should be well-reasoned and documented. If, after due deliberation, the Title IX Coordinator decides the university cannot or should not take disciplinary action against the alleged harasser, the Title IX Coordinator should consider other steps to limit the effects of the alleged harassment and prevent its recurrence, such as policy revisions or education sessions.

7. **Retaliation Prohibited** – No person shall be subject to any form of retaliation for making a report required by this policy or for making any other good faith
report to a Title IX Coordinator. Any person who engages in such retaliation shall be subject to disciplinary action in accordance with applicable procedures.

E. Non-compliance – Failure to comply with this policy can result in disciplinary action. Employees also are cautioned that non-compliance with this policy may increase their risk of personal liability. Further, an individual who fails to report sexual harassment/violence under this policy may be determined to be ineligible for defense or protection under CRR 490.010 for any associated claims, causes of action, liabilities or damages.

F. Title IX Coordinators – Any person having inquiries concerning the application of Title IX should contact their respective UM System or campus Title IX Coordinator. The following individuals serve as Title IX Coordinators and are designated to handle inquiries regarding the non-discrimination policies and to serve as the coordinators for purposes of Title IX compliance:

**University of Missouri System**

Betsy Rodriguez, Ph.D.
Vice President Human Resources

**Address:**
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Columbia, MO 65211

**Telephone Number:** (573) 882-8279

**Email Address:** rodriguezea@umsystem.edu

**Missouri University of Science and Technology**

Shenethia Manuel, J.D.
Associate Vice Chancellor, Human Resource Services,
Affirmative Action, Diversity, and Inclusion

**Address:**
113 Centennial Hall
300 W. 12th Street
Rolla, MO 65409

**Telephone Number:** (573) 341-4920

**Email Address:** manuels@mst.edu
http://titleix.mst.edu/

**University of Missouri-Columbia (primary contact in cases of sexual assault)**

Cathy Scroggs, Ph.D.
Deputy Title IX Coordinator
Vice Chancellor of Student Affairs
Department of Student Affairs

**Address:**
110 Jesse Hall
Columbia, MO 65211

**Telephone Number:** 573-882-6776

**Email Address:** ScroggsC@missouri.edu
http://equity.missouri.edu/titleix.php
University of Missouri-Columbia (for any Title IX report or inquiry)
Noel Ann English, J.D.
Director of MU Equity/ Title IX Coordinator

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Memorial Union S303
Columbia, MO 65211
Telephone Number: (573) 882-9069
Email Address: englishno@missouri.edu
http://equity.missouri.edu/titleix.php

University of Missouri-Kansas City
Michael Bates, J.D.
Director of Affirmative Action
Human Resources

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212 Administrative Center
5100 Oak Street
Kansas City, MO 64110
Telephone Number: (816) 235-6910
Email Address: batesmd@umke.edu
http://www.umkc.edu/hr/TitleIX/default.asp

University of Missouri-St. Louis
Deborah J. Burris
Director and Chief Diversity Officer
Office of Equal Opportunity

Address:
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Saint Louis, MO 63121
Telephone Number: 314 516-5695
Email Address: burrisd@umsl.edu
http://www.umsl.edu/services/oeo/policies1/titleIX.html

Duties and responsibilities of the university’s Title IX Coordinators include monitoring and oversight of overall implementation of Title IX Compliance at the university, including coordination of training, education, communications, and coordination with grievance procedures for faculty, staff, students and other members of the university community.

G. Office of Civil Rights – Inquiries concerning the application of Title IX also may be referred to the United States Department of Education’s Office for Civil Rights. For further information on notice of nondiscrimination, visit http://wdcroboolp01.ed.gov/CFAPPS/OCR/contactus.cfm for the address and phone number of the U.S. Department of Education office which serves your area, or call 1-800-421-3481. The State of Missouri regional Office of Civil Rights is located in Kansas City and is available to provide assistance.
Region VII - Kansas City (Iowa, Kansas, Missouri, Nebraska)
Regional Manager
Office for Civil Rights
U.S. Department of Health and Human Services
Kansas City, MO 64106
Voice Phone (816) 426-7277
FAX (816) 426-3686
TDD (816) 426-7065

H. Related UM System Policies and Procedures – Related UM System policies and procedures include:

- Equal Opportunity/Affirmative Action Policy -

- UM Sexual Harassment Policy -
  - See also, Human Resources Manual – HR-510

- UM System Student Conduct -
  http://www.umsystem.edu/ums/rules/collected_rules/programs/ch200/

- UM System Rules of Procedures in Student Conduct Matters –

- UM System Grievance Procedures -
  http://www.umsystem.edu/ums/rules/collected_rules/grievance

- Academic Grievance Procedure -
  http://www.umsystem.edu/ums/rules/collected_rules/grievance/ch370/370.010_Academic_Grievance_Procedure

- Administrative, Service, and Support Staff -
  http://www.umsystem.edu/ums/rules/collected_rules/grievance/ch380/380.010_grievance_procedure_administrative_service_support_staff

- Student Discrimination Grievances -
  http://www.umsystem.edu/ums/rules/collected_rules/grievance/ch390/grievance_390.010

- Positive Work & Learning Environment Positive Work and Learning Environment
Chapter 330: Employee Conduct

330.062 Title IX Policies and Reporting

Executive Order 40, 4-8-14.

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C. Definitions

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   a. The Title IX Coordinator or other appropriate official should inform and obtain the consent from the Complainant before beginning an investigation. If the Complainant requests confidentiality or asks that the complaint not be pursued, the Title IX Coordinator should take all reasonable steps to investigate and respond to the complaint consistent with the request for confidentiality or request not to pursue an investigation. If a Complainant insists that his or her name or other identifiable information not be disclosed to the alleged perpetrator, the Title IX Coordinator should inform the Complainant that his or her ability to respond may be limited. The Title IX Coordinator should evaluate the Complainant’s request in the context of providing a safe and nondiscriminatory environment for all students.

   b. After due deliberation of the Complainant’s request, and in accordance with Title IX, the Title IX Coordinator may decide not to proceed with an investigation or referral for disciplinary action. Such a decision should be well-reasoned and documented. If, after due deliberation, the Title IX Coordinator decides the university cannot or should not take disciplinary action against the alleged harasser, the Title IX Coordinator should consider other steps to limit the effects of the alleged harassment and prevent its recurrence, such as policy revisions or education sessions.

7. **Retaliation Prohibited** – No person shall be subject to any form of retaliation for making a report required by this policy or for making any other good faith
report to a Title IX Coordinator. Any person who engages in such retaliation shall be subject to disciplinary action in accordance with applicable procedures.

E. **Non-compliance** – Failure to comply with this policy can result in disciplinary action. Employees also are cautioned that non-compliance with this policy may increase their risk of personal liability. Further, an individual who fails to report sexual harassment/violence under this policy may be determined to be ineligible for defense or protection under CRR 490.010 for any associated claims, causes of action, liabilities or damages.

F. **Title IX Coordinators** – Any person having inquiries concerning the application of Title IX should contact their respective UM System or campus Title IX Coordinator. The following individuals serve as Title IX Coordinators and are designated to handle inquiries regarding the non-discrimination policies and to serve as the coordinators for purposes of Title IX compliance:

**University of Missouri System**
Betsy Rodriguez, Ph.D.
Vice President Human Resources
**Address:**
215 University Hall
Columbia, MO 65211
**Telephone Number:** (573) 882-8279
**Email Address:** rodrigueza@umsystem.edu

**Missouri University of Science and Technology**
Shenethia Manuel, J.D.
Associate Vice Chancellor, Human Resource Services, Affirmative Action, Diversity, and Inclusion
**Address:**
113 Centennial Hall
300 W. 12th Street
Rolla, MO 65409
**Telephone Number:** (573) 341-4920
**Email Address:** manuels@mst.edu
http://titleix.mst.edu/

**University of Missouri-Columbia (primary contact in cases of sexual assault)**
Cathy Scroggs, Ph.D.
Deputy Title IX Coordinator
Vice Chancellor of Student Affairs
Department of Student Affairs
**Address:**
110 Jesse Hall
Columbia, MO 65211
**Telephone Number:** 573-882-6776
**Email Address:** ScroggsC@missouri.edu
http://equity.missouri.edu/titleix.php
University of Missouri-Columbia (for any Title IX report or inquiry)
Noel Ann English, J.D.
Director of MU Equity/ Title IX Coordinator
**Address:**
Memorial Union S303
Columbia, MO 65211
**Telephone Number:** (573) 882-9069
**Email Address:** englishno@missouri.edu
http://equity.missouri.edu/titleix.php

University of Missouri-Kansas City
Michael Bates, J.D.
Director of Affirmative Action
Human Resources
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212 Administrative Center
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Kansas City, MO 64110
**Telephone Number:** (816) 235-6910
**Email Address:** batesmd@umke.edu
http://www.umkc.edu/hr/TitleIX/default.asp

University of Missouri-St. Louis
Deborah J. Burris
Director and Chief Diversity Officer
Office of Equal Opportunity
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127 Woods Hall
Saint Louis, MO 63121
**Telephone Number:** 314 516-5695
**Email Address:** burrisd@umsl.edu
http://www.umsl.edu/services/oeo/policies1/titleIX.html

Duties and responsibilities of the university’s Title IX Coordinators include monitoring and oversight of overall implementation of Title IX Compliance at the university, including coordination of training, education, communications, and coordination with grievance procedures for faculty, staff, students and other members of the university community.

**G. Office of Civil Rights** – Inquiries concerning the application of Title IX also may be referred to the United States Department of Education’s Office for Civil Rights. For further information on notice of nondiscrimination, visit http://wdcrobcolp01.ed.gov/CFAPPS/OCR/contactus.cfm for the address and phone number of the U.S. Department of Education office which serves your area, or call 1-800-421-3481. The State of Missouri regional Office of Civil Rights is located in Kansas City and is available to provide assistance.
Region VII - Kansas City (Iowa, Kansas, Missouri, Nebraska)
Regional Manager
Office for Civil Rights
U.S. Department of Health and Human Services
Kansas City, MO 64106
Voice Phone (816) 426-7277
FAX (816) 426-3686
TDD (816) 426-7065

H. Related UM System Policies and Procedures – Related UM System policies and procedures include:

- Equal Opportunity/Affirmative Action Policy -

- UM Sexual Harassment Policy -
    o See also, Human Resources Manual – HR-510

- UM System Student Conduct -
  http://www.umsystem.edu/ums/rules/collected_rules/programs/ch200/

- UM System Rules of Procedures in Student Conduct Matters –

- UM System Grievance Procedures -
  http://www.umsystem.edu/ums/rules/collected_rules/grievance

- Academic Grievance Procedure -
  http://www.umsystem.edu/ums/rules/collected_rules/grievance/ch370/370.010_Academic_Grievance_Procedure

- Administrative, Service, and Support Staff
  - http://www.umsystem.edu/ums/rules/collected_rules/grievance/ch380/380.010_grievance_procedure_administrative_service_support_staff

- Student Discrimination Grievances -
  http://www.umsystem.edu/ums/rules/collected_rules/grievance/ch390/grievance_390.010

- Positive Work & Learning Environment Positive Work and Learning Environment
Chapter 370: Academic Grievances

Chapter 370: Academic Grievances (for procedures applicable to UMSL refer to Section 370.010) 370.01

Bd. Min. 4-8-05; Extended Bd. Min. 4-4-08; Amended 12-12-08; 04-03-09

The primary goal of the grievance procedure is to present prompt and clear evaluations about the merits of grievances and provide solutions that are equitable and effective. This process is not designed to replicate a judicial proceeding.

The Board of Curators, the faculty, and the administration of the University of Missouri recognize the importance of providing a prompt and efficient procedure for fair and equitable resolutions of grievances with the University without fear of prejudice or reprisal for initiating a grievance or participating in its settlement. To the extent possible, all grievances should be settled through informal discussions at the lowest administrative level, and disputed matters should be processed as formal grievances only when either party feels that a fair and equitable solution has not been reached in the informal discussions. Accordingly, the members of the faculty as defined in the rules and regulations, Section 310.020 A, including faculty who hold an administrative title or function, are encouraged to use this procedure for grievances relating to their status or activities as faculty members. This grievance procedure should not be used in connection with a matter relating to any administrative title or function which the faculty member currently holds or may also have had.

The success of this procedure is contingent upon the good faith effort of all participants. It is the responsibility of the MU Faculty Council, the UMKC Faculty Senate, the MU and UMKC Chancellors, and the University President to encourage and sustain such efforts, and to ensure that the procedure is followed in its entirety in its spirit as well as letter. The MU and UMKC Chancellors will also be responsible for ensuring that the determination reached in a grievance is implemented.

1. Definition:
   1. A grievance is defined as an allegation that one or more of the following has occurred:
      1. There has been a violation, a misinterpretation, an arbitrary or discriminatory application of University policy, regulation, or procedure which applies personally to the faculty member, notwithstanding that it may apply to others within or without the grievant’s unit, relating to the privileges, responsibilities, or terms and conditions of employment as a member of the faculty.
2. The faculty member has been discriminated against on the basis of race, color, religion, sex, gender identity, gender expression, national origin, age, disability, status as a Vietnam era veteran, or sexual orientation.

3. There has been an infringement on the academic freedom of the faculty member.

2. This policy shall not be interpreted in such a manner as to violate the legal rights of religious organizations or military organizations associated with the Armed Forces of the United States of America.

2. **Termination and Non-Renewal of Regular Faculty**
   1. The termination of regular faculty on continuous appointments, on whatever grounds, is governed by the Academic Tenure Regulations (Section 310.020) and the Procedures in Cases of Dismissal for Cause (Section 310.060) rather than this Grievance Procedure. Any matter related to the termination of regular faculty on continuous appointment cannot be grieved under Section 370.015.

   2. The non-renewal of regular faculty on regular term appointments, on whatever grounds, is governed by the Academic Tenure Regulations (Section 310.020) rather than this Grievance Procedure. For the Columbia and Kansas City campuses only, the reference to Section 370.010 in Section 310.020F shall be taken instead to reference Section 370.015. As laid out in Section 310.020.F.3., if a tenure-track faculty members’ non-renewal has been unsuccessfully appealed to the Chancellor, the faculty member may use this grievance process only to allege that the decision resulted from inadequate consideration, or that the decision was based significantly on consideration violative of academic freedom, or that the decision was based significantly on considerations violative of governing policies on equal employment opportunity.

3. **Grievance Process:**
   1. **Grievance Resolution Panel (GRP):**
      1. Grievances shall be addressed by a standing three person GRP consisting of a senior administrator (e.g., Deputy Provost) and two tenured faculty members:
         1. The faculty members will be chosen by the Faculty Council (FC) or Faculty Senate (FS) after consultation with the Chancellor via an application process designed by the FC or FS.
         2. Faculty members will be granted release time to compensate for the effort devoted to the GRP. The amount of release time will be negotiated between the Chancellor and the faculty member’s dean/department chair.
         3. The senior administrator member of the GRP will be appointed by the Chancellor after consultation with the FC or FS.
      2. GRP members will serve up to three-year renewable terms pending FC or FS and Chancellor approval.
         1. In case of a conflict of interest, the FC or FS will appoint alternate faculty members of the GRP. Release time, if any, for faculty alternates will be negotiated between the Chancellor and the alternate’s dean/department chair, as needed.
2. In the case of a conflict of interest, the Chancellor will appoint an alternate senior administrator after consultation with the FC or FS.

2. Faculty Council or Faculty Senate Oversight Committee (OC):
   1. The OC will monitor the grievance process. (Additional details on OC committee are provided below in section C.11.)

3. Filing a grievance:
   1. A faculty member files a grievance by the completion of the Grievance Filing Form (PDF) and submission of the form to the GRP.
      1. The Grievance Filing Form must be the form approved by the GRP.
      2. The form must include the following specific information:
         (a) Description and date of occurrence of the grieved act,
         (b) The rule that was violated,
         (c) The harm that resulted,
         (d) The remedy the grievant requests,
         (e) Attempts at informal resolution.
   3. The grievant may submit any relevant evidence/attachments that the grievant would like to be considered by the GRP as well as a list of additional sources of information, including persons with knowledge.
   4. The grievant may also request that the GRP gather any additional relevant evidence that the grievant believes exists and that is not in the grievant’s possession or to which the grievant does not have access. Taking into account considerations of FERPA, HIPAA, attorney/client privilege and impact on any party or university unit, the GRP will make reasonable attempts to obtain information that it deems relevant and central to the grieved matter(s).

2. There are two requirements the grievant must meet when filing:
   1. The grievant must demonstrate that s/he attempted to informally resolve the complaint before filing the grievance.
   2. The grievant must file the grievance within one hundred and eighty (180) days after the grievant knew, or reasonably should have known, of the occurrence of the event or omission out of which the grievance has arisen. In situations where the grievance arises out of a series of events or omissions, the filing period shall be measured from the last event or omission in the series.
      (a) A faculty member who does not initiate a grievance in accordance with the 180-day limit specified herein shall be deemed for purposes of these procedures to have accepted the last decision rendered by an appropriate administrative officer.

4. Processing a grievance:
   1. The GRP will meet with the grievant to discuss the complaint, ask questions, and gain a greater understanding of the issue.
2. Early in the process, the GRP will hold one face-to-face meeting simultaneously with both the grievant and the person against whom the grievance is directed.

3. The GRP will also name a university respondent, in consultation with both the Chancellor or the Chancellor’s designee and the Chair of Faculty Council or Faculty Senate or the Chair’s designee.

4. Both the grievant and the respondent have the right to consult with an attorney of their choice, but that attorney may not be present at any meetings with the GRP. Both the grievant and the respondent may have an advisor present at meetings with the GRP but the advisor must be a current university employee and cannot act in the capacity of an attorney. The advisor may not make presentations or statements to the GRP, or any other parties present.

5. The university respondent will be provided with the original grievance filing form and any other information gathered that the GRP deems relevant, and will be required to write a rebuttal statement.
   1. The respondent may include any relevant evidence/attachments that the respondent would like to be considered by the GRP, as well as a list of additional sources of information, including persons with knowledge.
   2. The respondent may request that the GRP gather any additional relevant evidence that the respondent believes exists and that is not in the respondent’s possession or to which the respondent does not have access. Taking into account considerations of FERPA, HIPPA, attorney/client privilege and impact on any party or university entity, the GRP will make reasonable attempts to obtain information that it deems relevant and central to the grieved matter(s).
   3. The respondent has 15 days from the date that s/he is provided with the original grievance filing form to write this rebuttal statement. The respondent may submit a written request to the GRP for a time extension to prepare the rebuttal. Such extensions will be granted at the sole discretion of the GRP.

6. The GRP will investigate, gather evidence, meet individually or jointly with either or both parties, as well as other relevant individuals. There shall be no formal hearing in this process.

7. Based on its own investigation, the GRP may collect evidence that it deems as having relevance and centrality to the grieved matters.

8. The GRP shall receive the cooperation of campus administrators, the collegiate dean, the department chair, the grieving faculty member, other faculty members, other University employees, and students enrolled at the University. It will be the duty of all such individuals to provide, in a timely fashion, all requested non-testimonial evidence relevant to the case.

9. The GRP will consult with University Legal Counsel concerning legal issues of evidence, including but not limited to FERPA regulations, attorney/client privilege, and HIPPA-protected materials.
10. All University employees must be truthful in providing testimony to the GRP and all non-testimonial evidence must be genuine and accurate. False testimony, fraudulent evidence, refusal to cooperate with the GRP and breaches of confidentiality (see section L) may be the basis for a personnel action against the uncooperative individual or result in the GRP filing charges of Faculty Irresponsibility under the Procedures Governing the Disposition of Charges of Faculty Irresponsibility (Section 300.010L).

11. The grievant(s) and respondent(s) shall be provided with a copy of all evidence collected by the GRP, or in the case of materials deemed confidential by the GRP, a summary of this evidence.

12. The GRP will have three months from the date of the filing of the grievance to conduct an investigation and render findings and recommendations, if any.

13. Prior to rendering its findings, the GRP will inform the parties in writing of their tentative findings and the basis for these findings, including documents collected and information received orally. The parties shall meet jointly with the GRP and each will have the opportunity to provide a 30 minute oral presentation to the GRP regarding their perspective on these tentative findings. Each party will be provided with the opportunity to make one ten minute rebuttal to the other party’s presentation.

5. The GRP findings and recommendations:
   1. The GRP has broad administrative latitude to address grievances.
   2. At any point in the process, the GRP may provide for:
      1. A mediation of a settlement agreement between the grievant and the University of Missouri.
      2. A finding that the grievance has no merit.
   3. At the conclusion of their investigation, the GRP findings may include, but are not limited to, the following:
      1. A finding in favor of the grievant and the recommendation of remedies, if any, to resolve the grievance.
      2. A finding that both the grievant and the respondent have legitimate complaints and the recommendation of remedies, if any, to resolve both sets of complaints.
      3. A finding against the grievant with no recommendations for remedies to address the grievant’s complaint.
      4. A finding that the respondent was subject to some adversity in connection with the aggrieved act and the recommendation of remedies, if any, to alleviate this adversity.
      5. A finding of a systematic problem in the administration of the University of Missouri and the recommendation, if any, for remedies to prevent this problem in the future.
   4. The GRP will render its findings and recommendations and provide them to the parties, the Chancellor, and the Oversight Committee Representative.

6. Appeal of the GRP findings:
1. Within 15 days, either the grievant or the respondent may appeal the GRP findings and recommendations, if any, to the Chancellor using the Grievance Appeal Form (PDF).

2. The Chancellor will have 30 days from the time it is received to act on the appeal. If the Chancellor needs more time, then the Chancellor shall provide reasons and a new estimated time via a letter to all parties (grievant, respondent, GRP, Oversight Committee representative). If the Chancellor does not act within 30 days and does not provide such a letter, the decision of the GRP becomes final.

3. If neither party appeals the GRP decision within 15 days, then the Chancellor will have an additional 30 days to accept or reject the findings of the GRP in whole or in part, and accept, reject or modify the recommendations of the GRP. If the Chancellor needs more time, then the Chancellor shall provide reasons and a new estimated time via a letter to all parties (grievant, respondent, GRP, Oversight Committee representative). If the Chancellor does not act within 30 days and does not provide such a letter, the decision of the GRP becomes final.

7. Chancellor’s review of the GRP Decision:
   1. In reviewing the GRP decision:
      1. The Chancellor, or the Chancellor’s designee, may speak to the grievant and the respondent. If the Chancellor, or the Chancellor’s designee, meets with one party, however, then the Chancellor or the chancellor’s designee must also meet with the other party as well, although not necessarily at the same time.
      2. The Chancellor will have access to all relevant documents.
      3. The Chancellor or the Chancellor’s designee may seek additional information or input as needed. If the Chancellor or Chancellor’s designee seeks additional information, however, then the Chancellor shall inform the GRP and the OC representative to the grievance under consideration what additional information or input the Chancellor or the Chancellor’s designee has sought.
   2. The Chancellor may accept or reject the findings of the GRP in whole or in part, and accept, reject or modify the recommendations of the GRP.
   3. The Chancellor’s decision is final.
   4. Upon rendering of the final decision, the chancellor will notify the grievant, respondent, GRP and Oversight Committee representative regarding the final outcome and remedies, if any.

8. Grievant’s acceptance of the final decision:
   1. Once a decision is final, the grievant has 15 days to provide written acceptance of the decision and any recommended remedies.
   2. The grievant uses the Grievance Acceptance Form (PDF) to file a response to the final decision.

9. If the grievant fails to provide a written acceptance of the final decision or submits a Grievance Acceptance Form that rejects the final decision, the grievant suffers the loss of all remedies favorable to the grievant.

10. Grievant’s legal rights:
1. Upon acceptance of the final decision, the grievant waives the right to bring a lawsuit concerning any matters that were a subject of the grievance.

2. If a lawsuit related to the substantive content of the grievance is initiated at any time, then this grievance process will immediately end and the grievant and the respondent are immediately released from requirements imposed by Section 12 below.

3. Upon rejection of the final decision, the grievant and the respondent are released from the confidentiality requirements imposed by Section C.12 below.

11. Oversight:

1. There will be a Faculty Council (Senate) Oversight Committee (OC), whose purpose will be to monitor the Grievance process as neutral observers and provide feedback on the process to the Faculty Council or Faculty Senate, the faculty and the Provost’s and Chancellor’s Office.
   1. The OC will consist of 3-5 tenured faculty appointed by Faculty Council or Faculty Senate for up to three year staggered terms.
   2. Chair of the OC will be a member of the Faculty Council or Faculty Senate Executive Committee.

2. OC monitoring of individual grievances:
   1. A member of the OC will be appointed to each grievance case following receipt of the Grievance Filing Form by the GRP. OC members will rotate grievance case membership unless a conflict of interest is identified.
   2. The OC representative will sit in on all GRP deliberations and will be copied on all correspondence. If during deliberations, the OC member has process or procedural concerns, the member may raise the concerns with the GRP, without the grievant or respondent or any other parties present.
   3. The OC representative is an observer: The OC representative may not participate in the deliberations or rendering of findings and recommendations by the GRP.
   4. GRP requests for extension of the 3-month timeline shall be made to the OC. The OC committee shall rule on such requests within five days from the receipt of the request.
   5. The OC representative shall not discuss the ongoing grievance with anyone, including other OC members, except any information necessary to the OC committee decision regarding time extension requests from the GRP.
   6. At the close of each grievance case, the OC representative shall present to the other OC members a summative and evaluative report of that particular case. These reports will not reveal any substantive information concerning grievances including but not limited to supporting materials, specific findings, and identifying information about any participant.

3. OC monitoring of the grievance process:
1. The OC will continually monitor the overall grievance process.
2. On a yearly basis the OC shall present a summative and evaluative report to Faculty Council or Faculty Senate Executive Committee, the Provost and the Chancellor.
3. The OC will monitor the implementation of remedies resulting from the final grievance decision by communication with relevant parties, and in cases in which remedies are not being implemented the Faculty Council or Faculty Senate Executive Committee will be notified.

12. Confidentiality:
   1. All parties involved (grievant, respondent, GRP and OC) must agree to maintain strict confidentiality regarding any substantive information concerning grievances including but not limited to supporting materials, specific findings, and identifying information about any participant. The substance of the cases shall not be discussed at any time, before or after a final decision is made, except as provided in Section 10.b. and 10.c.
Chapter 370: Academic Grievances

Chapter 370: Academic Grievances (for procedures applicable to UMSL refer to Section 370.010) 370.01

Bd. Min. 4-8-05; Extended Bd. Min. 4-4-08; Amended 12-12-08; 04-03-09

The primary goal of the grievance procedure is to present prompt and clear evaluations about the merits of grievances and provide solutions that are equitable and effective. This process is not designed to replicate a judicial proceeding.

The Board of Curators, the faculty, and the administration of the University of Missouri recognize the importance of providing a prompt and efficient procedure for fair and equitable resolutions of grievances with the University without fear of prejudice or reprisal for initiating a grievance or participating in its settlement. To the extent possible, all grievances should be settled through informal discussions at the lowest administrative level, and disputed matters should be processed as formal grievances only when either party feels that a fair and equitable solution has not been reached in the informal discussions. Accordingly, the members of the faculty as defined in the rules and regulations, Section 310.020 A, including faculty who hold an administrative title or function, are encouraged to use this procedure for grievances relating to their status or activities as faculty members. This grievance procedure should not be used in connection with a matter relating to any administrative title or function which the faculty member currently holds or may also have had.

The success of this procedure is contingent upon the good faith effort of all participants. It is the responsibility of the MU Faculty Council, the UMKC Faculty Senate, the MU and UMKC Chancellors, and the University President to encourage and sustain such efforts, and to ensure that the procedure is followed in its entirety in its spirit as well as letter. The MU and UMKC Chancellors will also be responsible for ensuring that the determination reached in a grievance is implemented.

1. Definition:
   1. A grievance is defined as an allegation that one or more of the following has occurred:
      1. There has been a violation, a misinterpretation, an arbitrary or discriminatory application of University policy, regulation, or procedure which applies personally to the faculty member, notwithstanding that it may apply to others within or without the grievant’s unit, relating to the privileges, responsibilities, or terms and conditions of employment as a member of the faculty.
2. The faculty member has been discriminated against on the basis of race, color, religion, sex, gender identity, gender expression, national origin, age, disability, status as a Vietnam era veteran, or sexual orientation.
3. There has been an infringement on the academic freedom of the faculty member.

2. This policy shall not be interpreted in such a manner as to violate the legal rights of religious organizations or military organizations associated with the Armed Forces of the United States of America.

2. **Termination and Non-Renewal of Regular Faculty**

1. The termination of regular faculty on continuous appointments, on whatever grounds, is governed by the Academic Tenure Regulations (Section 310.020) and the Procedures in Cases of Dismissal for Cause (Section 310.060) rather than this Grievance Procedure. Any matter related to the termination of regular faculty on continuous appointment cannot be grieved under Section 370.015.

2. The non-renewal of regular faculty on regular term appointments, on whatever grounds, is governed by the Academic Tenure Regulations (Section 310.020) rather than this Grievance Procedure. For the Columbia and Kansas City campuses only, the reference to Section 370.010 in Section 310.020F shall be taken instead to reference Section 370.015. As laid out in Section 310.020.F.3., if a tenure-track faculty members’ non-renewal has been unsuccessfully appealed to the Chancellor, the faculty member may use this grievance process only to allege that the decision resulted from inadequate consideration, or that the decision was based significantly on consideration violative of academic freedom, or that the decision was based significantly on considerations violative of governing policies on equal employment opportunity.

3. **Grievance Process:**

1. *Grievance Resolution Panel (GRP):*
   1. Grievances shall be addressed by a standing three person *GRP* consisting of a senior administrator (e.g., Deputy Provost) and two tenured faculty members:
      1. The faculty members will be chosen by the Faculty Council (FC) or Faculty Senate (FS) after consultation with the Chancellor via an application process designed by the FC or FS.
      2. Faculty members will be granted release time to compensate for the effort devoted to the *GRP*. The amount of release time will be negotiated between the Chancellor and the faculty member’s dean/department chair.
      3. The senior administrator member of the *GRP* will be appointed by the Chancellor after consultation with the FC or FS.
   2. *GRP* members will serve up to three-year renewable terms pending FC or FS and Chancellor approval.
      1. In case of a conflict of interest, the FC or FS will appoint alternate faculty members of the *GRP*. Release time, if any, for faculty alternates will be negotiated between the Chancellor and the alternate’s dean/department chair, as needed.
2. In the case of a conflict of interest, the Chancellor will appoint an alternate senior administrator after consultation with the FC or FS.

2. Faculty Council or Faculty Senate Oversight Committee (OC):
   1. The OC will monitor the grievance process. (Additional details on OC committee are provided below in section C.11.)

3. Filing a grievance:
   1. A faculty member files a grievance by the completion of the Grievance Filing Form (PDF) and submission of the form to the GRP.
      1. The Grievance Filing Form must be the form approved by the GRP.
      2. The form must include the following specific information:
         (a) Description and date of occurrence of the grieved act,
         (b) The rule that was violated,
         (c) The harm that resulted,
         (d) The remedy the grievant requests,
         (e) Attempts at informal resolution.
   3. The grievant may submit any relevant evidence/attachments that the grievant would like to be considered by the GRP as well as a list of additional sources of information, including persons with knowledge.
   4. The grievant may also request that the GRP gather any additional relevant evidence that the grievant believes exists and that is not in the grievant’s possession or to which the grievant does not have access. Taking into account considerations of FERPA, HIPAA, attorney/client privilege and impact on any party or university unit, the GRP will make reasonable attempts to obtain information that it deems relevant and central to the grieved matter(s).
   2. There are two requirements the grievant must meet when filing:
      1. The grievant must demonstrate that s/he attempted to informally resolve the complaint before filing the grievance.
      2. The grievant must file the grievance within one hundred and eighty (180) days after the grievant knew, or reasonably should have known, of the occurrence of the event or omission out of which the grievance has arisen. In situations where the grievance arises out of a series of events or omissions, the filing period shall be measured from the last event or omission in the series.
         (a) A faculty member who does not initiate a grievance in accordance with the 180-day limit specified herein shall be deemed for purposes of these procedures to have accepted the last decision rendered by an appropriate administrative officer.

4. Processing a grievance:
   1. The GRP will meet with the grievant to discuss the complaint, ask questions, and gain a greater understanding of the issue.
2. Early in the process, the GRP will hold one face-to-face meeting simultaneously with both the grievant and the person against whom the grievance is directed.

3. The GRP will also name a university respondent, in consultation with both the Chancellor or the Chancellor’s designee and the Chair of Faculty Council or Faculty Senate or the Chair’s designee.

4. Both the grievant and the respondent have the right to consult with an attorney of their choice, but that attorney may not be present at any meetings with the GRP. Both the grievant and the respondent may have an advisor present at meetings with the GRP but the advisor must be a current university employee and cannot act in the capacity of an attorney. The advisor may not make presentations or statements to the GRP, or any other parties present.

5. The university respondent will be provided with the original grievance filing form and any other information gathered that the GRP deems relevant, and will be required to write a rebuttal statement.
   1. The respondent may include any relevant evidence/attachments that the respondent would like to be considered by the GRP, as well as a list of additional sources of information, including persons with knowledge.
   2. The respondent may request that the GRP gather any additional relevant evidence that the respondent believes exists and that is not in the respondent’s possession or to which the respondent does not have access. Taking into account considerations of FERPA, HIPPA, attorney/client privilege and impact on any party or university entity, the GRP will make reasonable attempts to obtain information that it deems relevant and central to the grieved matter(s).
   3. The respondent has 15 days from the date that s/he is provided with the original grievance filing form to write this rebuttal statement. The respondent may submit a written request to the GRP for a time extension to prepare the rebuttal. Such extensions will be granted at the sole discretion of the GRP.

6. The GRP will investigate, gather evidence, meet individually or jointly with either or both parties, as well as other relevant individuals. There shall be no formal hearing in this process.

7. Based on its own investigation, the GRP may collect evidence that it deems as having relevance and centrality to the grieved matters.

8. The GRP shall receive the cooperation of campus administrators, the collegiate dean, the department chair, the grieving faculty member, other faculty members, other University employees, and students enrolled at the University. It will be the duty of all such individuals to provide, in a timely fashion, all requested non-testimonial evidence relevant to the case.

9. The GRP will consult with University Legal Counsel concerning legal issues of evidence, including but not limited to FERPA regulations, attorney/client privilege, and HIPPA-protected materials.
10. All University employees must be truthful in providing testimony to the GRP and all non-testimonial evidence must be genuine and accurate. False testimony, fraudulent evidence, refusal to cooperate with the GRP and breaches of confidentiality (see section L) may be the basis for a personnel action against the uncooperative individual or result in the GRP filing charges of Faculty Irresponsibility under the Procedures Governing the Disposition of Charges of Faculty Irresponsibility (Section 300.010L).

11. The grievant(s) and respondent(s) shall be provided with a copy of all evidence collected by the GRP, or in the case of materials deemed confidential by the GRP, a summary of this evidence.

12. The GRP will have three months from the date of the filing of the grievance to conduct an investigation and render findings and recommendations, if any.

13. Prior to rendering its findings, the GRP will inform the parties in writing of their tentative findings and the basis for these findings, including documents collected and information received orally. The parties shall meet jointly with the GRP and each will have the opportunity to provide a 30 minute oral presentation to the GRP regarding their perspective on these tentative findings. Each party will be provided with the opportunity to make one ten minute rebuttal to the other party’s presentation.

5. The GRP findings and recommendations:
   1. The GRP has broad administrative latitude to address grievances.
   2. At any point in the process, the GRP may provide for:
      1. A mediation of a settlement agreement between the grievant and the University of Missouri.
      2. A finding that the grievance has no merit.
   3. At the conclusion of their investigation, the GRP findings may include, but are not limited to, the following:
      1. A finding in favor of the grievant and the recommendation of remedies, if any, to resolve the grievance.
      2. A finding that both the grievant and the respondent have legitimate complaints and the recommendation of remedies, if any, to resolve both sets of complaints.
      3. A finding against the grievant with no recommendations for remedies to address the grievant’s complaint.
      4. A finding that the respondent was subject to some adversity in connection with the aggrieved act and the recommendation of remedies, if any, to alleviate this adversity.
      5. A finding of a systematic problem in the administration of the University of Missouri and the recommendation, if any, for remedies to prevent this problem in the future.
   4. The GRP will render its findings and recommendations and provide them to the parties, the Chancellor, and the Oversight Committee Representative.
   6. Appeal of the GRP findings:
1. Within 15 days, either the grievant or the respondent may appeal the GRP findings and recommendations, if any, to the Chancellor using the Grievance Appeal Form (PDF).

2. The Chancellor will have 30 days from the time it is received to act on the appeal. If the Chancellor needs more time, then the Chancellor shall provide reasons and a new estimated time via a letter to all parties (grievant, respondent, GRP, Oversight Committee representative). If the Chancellor does not act within 30 days and does not provide such a letter, the decision of the GRP becomes final.

3. If neither party appeals the GRP decision within 15 days, then the Chancellor will have an additional 30 days to accept or reject the findings of the GRP in whole or in part, and accept, reject or modify the recommendations of the GRP. If the Chancellor needs more time, then the Chancellor shall provide reasons and a new estimated time via a letter to all parties (grievant, respondent, GRP, Oversight Committee representative). If the Chancellor does not act within 30 days and does not provide such a letter, the decision of the GRP becomes final.

7. Chancellor’s review of the GRP Decision:
   1. In reviewing the GRP decision:
      1. The Chancellor, or the Chancellor’s designee, may speak to the grievant and the respondent. If the Chancellor, or the Chancellor’s designee, meets with one party, however, then the Chancellor or the chancellor’s designee must also meet with the other party as well, although not necessarily at the same time.
      2. The Chancellor will have access to all relevant documents.
      3. The Chancellor or the Chancellor’s designee may seek additional information or input as needed. If the Chancellor or Chancellor’s designee seeks additional information, however, then the Chancellor shall inform the GRP and the OC representative to the grievance under consideration what additional information or input the Chancellor or the Chancellor’s designee has sought.
   2. The Chancellor may accept or reject the findings of the GRP in whole or in part, and accept, reject or modify the recommendations of the GRP.
   3. The Chancellor’s decision is final.
   4. Upon rendering of the final decision, the chancellor will notify the grievant, respondent, GRP and Oversight Committee representative regarding the final outcome and remedies, if any.

8. Grievant’s acceptance of the final decision:
   1. Once a decision is final, the grievant has 15 days to provide written acceptance of the decision and any recommended remedies.
   2. The grievant uses the Grievance Acceptance Form (PDF) to file a response to the final decision.

9. If the grievant fails to provide a written acceptance of the final decision or submits a Grievance Acceptance Form that rejects the final decision, the grievant suffers the loss of all remedies favorable to the grievant.

10. Grievant’s legal rights:
1. Upon acceptance of the final decision, the grievant waives the right to bring a lawsuit concerning any matters that were a subject of the grievance.

2. If a lawsuit related to the substantive content of the grievance is initiated at any time, then this grievance process will immediately end and the grievant and the respondent are immediately released from requirements imposed by Section 12 below.

3. Upon rejection of the final decision, the grievant and the respondent are released from the confidentiality requirements imposed by Section C.12 below.

11. Oversight:

   1. There will be a Faculty Council (Senate) Oversight Committee (OC), whose purpose will be to monitor the Grievance process as neutral observers and provide feedback on the process to the Faculty Council or Faculty Senate, the faculty and the Provost’s and Chancellor’s Office.
      1. The OC will consist of 3-5 tenured faculty appointed by Faculty Council or Faculty Senate for up to three year staggered terms.
      2. Chair of the OC will be a member of the Faculty Council or Faculty Senate Executive Committee.

   2. OC monitoring of individual grievances:
      1. A member of the OC will be appointed to each grievance case following receipt of the Grievance Filing Form by the GRP. OC members will rotate grievance case membership unless a conflict of interest is identified.
      2. The OC representative will sit in on all GRP deliberations and will be copied on all correspondence. If during deliberations, the OC member has process or procedural concerns, the member may raise the concerns with the GRP, without the grievant or respondent or any other parties present.
      3. The OC representative is an observer: The OC representative may not participate in the deliberations or rendering of findings and recommendations by the GRP.
      4. GRP requests for extension of the 3-month timeline shall be made to the OC. The OC committee shall rule on such requests within five days from the receipt of the request.
      5. The OC representative shall not discuss the ongoing grievance with anyone, including other OC members, except any information necessary to the OC committee decision regarding time extension requests from the GRP.
      6. At the close of each grievance case, the OC representative shall present to the other OC members a summative and evaluative report of that particular case. These reports will not reveal any substantive information concerning grievances including but not limited to supporting materials, specific findings, and identifying information about any participant.

   3. OC monitoring of the grievance process:
1. The OC will continually monitor the overall grievance process.
2. On a yearly basis the OC shall present a summative and evaluative report to Faculty Council or Faculty Senate Executive Committee, the Provost and the Chancellor.
3. The OC will monitor the implementation of remedies resulting from the final grievance decision by communication with relevant parties, and in cases in which remedies are not being implemented the Faculty Council or Faculty Senate Executive Committee will be notified.

12. Confidentiality:
   1. All parties involved (grievant, respondent, GRP and OC) must agree to maintain strict confidentiality regarding any substantive information concerning grievances including but not limited to supporting materials, specific findings, and identifying information about any participant. The substance of the cases shall not be discussed at any time, before or after a final decision is made, except as provided in Section 10.b. and 10.c.
370.010 Academic Grievance Procedure

Bd. Min. 4-8-05; Extended Bd. Min. 4-4-08; Amended 12-12-08; 04-03-09; Bd. Min. 6-17-11. [The 6-17-11 version replaces 370.015 (Pilot Academic Grievance Procedure), and the prior version of 370.010.]

The Board of Curators, the faculty, and the administration of the University of Missouri recognize the importance of providing a prompt and efficient procedure for fair and equitable resolutions of grievances with the University without fear of prejudice or reprisal for initiating a grievance or participating in its settlement. To the extent possible, all grievances should be settled through informal discussions at the lowest administrative level, and disputed matters should be processed as formal grievances only when either party feels that a fair and equitable solution has not been reached in the informal discussions. Accordingly, the members of the faculty as defined in the rules and regulations, Section 310.020 A, including faculty who hold an administrative title or function, are encouraged to use this procedure for grievances relating to their status or activities as faculty members. Former faculty members may only use this process to grieve the non-renewal of their employment. This grievance procedure should not be used in connection with a matter relating to any administrative title or function which the faculty member currently holds or may also have had.

The success of this procedure is contingent upon the good faith effort of all participants. It is the responsibility of the Faculty Council, Senate and Campus Administration, and the University President to encourage and sustain such efforts, and to ensure that the procedure is followed in its entirety in its spirit as well as letter. The Chancellors will be responsible for ensuring that the determination reached in a grievance is implemented. The Faculty Council/Senate Oversight Committee will monitor this process, as per 370 C.11.c.

A. Definition:
1. A grievance is defined as an allegation that one or more of the following has occurred:
   a. There has been a violation, a misinterpretation, an arbitrary or discriminatory application of written University rule, policy, regulation, or procedure which applies personally to the faculty member, notwithstanding that it may apply to others within or without the grievant's unit, relating to the privileges, responsibilities, or terms and conditions of employment as a member of the faculty.
   b. The faculty member has been discriminated against on the basis of race, color, religion, sex, gender identity, gender expression, national origin, age, disability, status as a Vietnam era veteran, or sexual orientation.
   c. There has been an infringement on the academic freedom of the faculty member.
2. This policy shall not be interpreted in such a manner as to violate the legal rights of religious organizations or military organizations associated with the Armed Forces of the United States of America.

B. Termination and Non-Renewal of Regular Faculty
1. The termination of regular faculty on continuous appointments, on whatever grounds, is governed by the Academic Tenure Regulations (Section 310.020) and the Procedures in Cases of Dismissal for Cause (Section 310.060) rather than this Grievance Procedure. Any matter related to the termination of regular faculty on continuous appointment cannot be grieved under Section 370.010.

2. The non-renewal of regular faculty on regular term appointments, on whatever grounds, is governed by the Academic Tenure Regulations (Section 310.020) rather than this Grievance Procedure. As laid out in Section 310.020.F.3., if a tenure-track faculty members’ non-renewal has been unsuccessfully appealed to the Chancellor, the faculty member may use this grievance process only to allege that the decision resulted from inadequate consideration, or that the decision was based significantly on consideration violative of academic freedom, or that the decision was based significantly on considerations violative of governing policies on equal employment opportunity.

C. **Grievance Process:**

1. **Grievance Resolution Panel (GRP):**
   
a. Grievances shall be addressed by a standing GRP consisting of a senior administrator and two or four tenured faculty members:
   
i. Two models for the GRP are possible and the model employed by each campus, as well as the number of GRP members, will be determined by the Chancellor in consultation with Faculty Council/Senate.
      
      (a) Model A: Two or four GRP faculty members (plus 2 alternate faculty members) will be chosen by the Faculty Council (FC) or Faculty Senate (FS) after consultation with the Chancellor or Chancellor’s designee, via an application process designed by the FC or FS.
      
      (b) Model B: The GRP will consist of two panels, each with two or four tenured faculty members and two alternate faculty members. Faculty will be chosen by FC/FS as described in Model A. above.
   
ii. Faculty members may be granted release time to compensate for the effort devoted to the GRP. The amount of release time will be negotiated between the Chancellor/Chancellor's designee and the faculty member’s dean/department chair.
   
iii. The senior administrator member of the GRP under either Model A or B will be appointed by the Chancellor/Chancellor's designee after consultation with the FC or FS.
   
b. GRP members will serve up to three-year renewable terms pending FC or FS and Chancellor/Chancellor’s designee approval. In the interest of continuity and consistency, faculty terms on the GRP will be staggered.
   
c. A conflict of interest is a situation in which financial or other personal considerations have the potential to compromise or bias professional judgment and objectivity.
i. In the case of a conflict of interest of the senior administrative member of the GRP, the Chancellor/Chancellor’s designee will appoint an alternate senior administrator after consultation with the FC/FS.

ii. In case of a conflict of interest of a faculty member of the GRP, the FC/FS will appoint alternate faculty members of the GRP. Release time, if any, for faculty alternates will be negotiated between the Chancellor/Chancellor’s designee and the alternate’s dean/department chair, as needed.

2. Faculty Council/Senate Oversight Committee (OC):
   a. The OC will monitor the grievance process. (Additional details on OC committee are provided below in section 370.010 C.11.)

3. Filing a grievance:
   a. A faculty member files a grievance by the completion of the Grievance Filing Form (GFF) (see attached form in Appendix A) and submission of the form to the GRP.
      i. The grievant may submit any relevant evidence/attachments that the grievant would like to be considered by the GRP as well as a list of additional sources of information, including persons with knowledge, subject to the limitations as to length specified in the GFF.
      ii. The grievant may also request that the GRP gather any additional relevant evidence that the grievant believes exists and that is not in the grievant’s possession or to which the grievant does not have access. Taking into account considerations of FERPA, HIPAA, attorney/client privilege and impact on any party or university unit, the GRP will make reasonable attempts to obtain information that it deems relevant and central to the grieved matter(s).
   b. There are three requirements the grievant must meet when filing:
      i. The grieved act listed on the GFF must meet the definitional criteria in 370.010 A.
      ii. The grievant must demonstrate that s/he attempted to informally resolve the complaint before filing the grievance.
      iii. The grievant must file the grievance within one hundred and eighty (180) calendar days after the grievant knew, or reasonably should have known, of the occurrence of the event or omission out of which the grievance has arisen. In situations where the grievance arises out of a series of events or omissions, the filing period shall be measured from the last event or omission in the series.

(a) A faculty member who does not initiate a grievance in accordance with the 180-day calendar limit specified herein shall be deemed for purposes of these procedures to have accepted the last decision rendered by an appropriate administrative officer.
c. If the GRP determines that any of these three requirements (370.010 C.3.) are not met, they may reject the grievance. Rejections of grievances cannot be appealed.

4. Processing a grievance:

a. The GRP will meet with the grievant to discuss the complaint and gain a greater understanding of the issues.

b. The GRP will also name a university respondent, in consultation with both the Chancellor/Chancellor’s designee and the Chair/President of Faculty Council/Senate or their designee.

c. Early in the process, the GRP may hold one face-to-face meeting simultaneously with both the grievant and the person against whom the grievance is directed.

d. Both the grievant and the respondent have the right to consult with an attorney of their choice, but that attorney may not be present at any meetings with the GRP. Both the grievant and the respondent may have an advisor present at meetings with the GRP but the advisor must be a current university employee and cannot act in the capacity of an attorney. The advisor may not make presentations or statements to the GRP, or any other parties present.

e. The university respondent will be provided with the original grievance filing form and any other information gathered that the GRP deems relevant, and will be required to write a rebuttal statement.
   i. The respondent may include any relevant evidence/attachments that the respondent would like to be considered by the GRP, as well as a list of additional sources of information, including persons with knowledge.
   ii. The respondent may request that the GRP gather any additional relevant evidence that the respondent believes exists and that is not in the respondent’s possession or to which the respondent does not have access. Taking into account considerations of FERPA, HIPPA, attorney/client privilege and impact on any party or university entity, the GRP will make reasonable attempts to obtain information that it deems relevant and central to the grieved matter(s).
   iii. The respondent has 15 calendar days from the date that s/he is provided with the original grievance filing form to write this rebuttal statement. The respondent may submit a written request to the GRP for a time extension to prepare the rebuttal. Such extensions will be granted at the sole discretion of the GRP.

f. The GRP will investigate, gather evidence, meet individually or jointly with either or both parties, as well as other relevant individuals. There shall be no formal hearing in this process.

g. Based on its own investigation, the GRP may collect evidence that it deems as having relevance and centrality to the grieved matters.
h. The GRP shall receive the cooperation of campus administrators, the collegiate dean, the department chair, the grieving faculty member, other faculty members, other University employees, and students enrolled at the University. It will be the duty of all such individuals to provide, in a timely fashion, all requested non-testimonial evidence relevant to the case.

i. The GRP will consult with University Legal Counsel concerning legal issues of evidence, including but not limited to FERPA regulations, attorney/client privilege, and HIPPA-protected materials.

j. All University employees must be truthful in providing testimony to the GRP and all non-testimonial evidence must be genuine and accurate. False testimony, fraudulent evidence, refusal to cooperate with the GRP and breaches of confidentiality (see section 370.010 C.12) may be the basis for a personnel action against the uncooperative individual.

k. The grievant(s) and respondent(s) shall be promptly provided with a copy of all evidence collected by the GRP, or in the case of materials deemed confidential by the GRP, a summary of this evidence.

l. The GRP will have three months from the date of a correctly filed grievance (see 370.010 C.3.a) to conduct an investigation and render findings and recommendations, if any.

m. Prior to rendering its findings, the GRP will inform the parties in writing of their tentative findings and the basis for these findings, including documents collected and information received orally. The parties shall meet jointly with the GRP and each will have the opportunity to provide a 30 minute oral presentation to the GRP regarding their perspective on these tentative findings. Each party will be provided with the opportunity to make one ten minute rebuttal to the other party’s presentation.

5. Potential GRP Actions

a. The GRP has broad administrative latitude to address grievances.

b. At any point in the process, the GRP may:
   i. Facilitate a settlement agreement between the grievant and the University of Missouri.
   ii. Make a determination that the grievance has no merit. This determination is not appealable.
   iii. Terminate a grievance if a lawsuit related to the substantive content of the grievance, as determined by the GRP, is initiated at any time. The grievant and the respondent are immediately released from requirements imposed by Section 370.010 C.12. This action is not appealable.

c. At the conclusion of their investigation, the GRP shall make findings and recommendations that may include, but are not limited to, the following, which will be provided to the Chancellor, Provost, the parties, and the Oversight Committee Representative:
   i. A finding in favor of the grievant and the recommendation of remedies, if any, to resolve the grievance.
ii. A finding that both the grievant and the respondent have legitimate complaints and the recommendation of remedies, if any, to resolve both sets of complaints.

iii. A finding against the grievant with no recommendations for remedies to address the grievant’s complaint.

iv. A finding that the respondent was subject to some adversity in connection with the aggrieved act and the recommendation of remedies, if any, to alleviate this adversity.

d. In the interest of solving problems, the GRP in unique position to view university functions from multiple viewpoints, may occasionally identify areas of functioning of the University of Missouri that could be improved or changed to prevent future problems. These findings and recommendations can be provided periodically to the Provost, the Chancellor, and the Chair of Faculty Council/Senate.

6. Appeal of the GRP findings:

a. Within 15 calendar days, either the grievant or the respondent may appeal the GRP findings and recommendations, if any, to the Chancellor using the Grievance Appeal Form (a copy of which is attached in Appendix B).

b. The Chancellor will have 30 calendar days from the time it is received to act on the appeal. If the Chancellor needs more time, then the Chancellor shall provide reasons and a new estimated time via a letter to all parties (grievant, respondent, GRP, Oversight Committee representative). If the Chancellor does not act within 30 calendar days and does not provide such a letter, the decision of the GRP becomes final.

c. If neither party appeals the GRP decision within 15 days, then the Chancellor will have an additional 30 days to accept or reject the findings of the GRP in whole or in part, and accept, reject or modify the recommendations of the GRP. If the Chancellor needs more time, then the Chancellor shall provide reasons and a new estimated time via a letter to all parties (grievant, respondent, GRP, Oversight Committee representative). If the Chancellor does not act within such additional 30 calendar days and does not provide such a letter, the decision of the GRP becomes final.

7. Chancellor’s review of the GRP Decision:

a. In reviewing the GRP decision:

i. The Chancellor, or the Chancellor’s designee, may speak to the grievant and the respondent. If the Chancellor, or the Chancellor’s designee, meets with one party, however, then the Chancellor or the chancellor’s designee must also meet with the other party as well, although not necessarily at the same time.

ii. The Chancellor and Chancellor's designee will have access to all relevant documents.

iii. The Chancellor or the Chancellor’s designee may seek additional information or input as needed. If the Chancellor or Chancellor’s
designee seeks additional information, however, then the Chancellor shall inform the GRP and the OC representative to the grievance under consideration what additional information or input the Chancellor or the Chancellor’s designee has sought.
b. The Chancellor may accept or reject the findings of the GRP in whole or in part, and accept, reject or modify the recommendations of the GRP. If the Chancellor rejects or modifies, the Chancellor or the Chancellor’s designee shall meet with the GRP and the OC representative prior to rendering the final decision.
c. The Chancellor’s decision is final.
d. Upon rendering of the final decision, the Chancellor will notify the grievant, respondent, GRP and Oversight Committee representative regarding the final outcome and remedies, if any.

8. Grievant’s acceptance of the final decision:
   a. Once a decision is final, the grievant has 15 calendar days to provide written acceptance or non-acceptance of the decision and any recommended remedies.
   b. The grievant uses the Grievance Acceptance Form (a copy of which is attached in Appendix C) to file a response to the final decision.

9. If the grievant fails to provide a written acceptance of the final decision or submits a Grievance Acceptance Form that rejects the final decision, the grievant suffers the loss of all remedies favorable to the grievant.

10. Grievant’s legal rights:
   a. Upon acceptance of the final decision, the grievant waives the right to bring a lawsuit concerning any matters that were a subject of the grievance.
   b. If a lawsuit related to the substantive content of the grievance is initiated at any time, then this grievance process will immediately end and the grievant and the respondent are immediately released from requirements imposed by Section 370.010C.12.
   c. Upon rejection of the final decision, the grievant and the respondent are released from the confidentiality requirements imposed by Section 370.010C.12.

11. Oversight:
   a. There will be a Faculty Council/Senate Oversight Committee (OC), whose purpose will be to monitor the Grievance process as neutral observers and provide feedback on the process to the Faculty Council or Faculty Senate, the faculty and the Provost’s and Chancellor’s Office.
      i. The OC will consist of 3-5 tenured faculty appointed by Faculty Council or Faculty Senate for up to three year staggered terms.
      ii. Chair of the OC will be a member of the Faculty Council or Faculty Senate.
   b. OC monitoring of individual grievances:
i. A member of the OC will be appointed to each grievance case following receipt of the Grievance Filing Form by the GRP. OC members will rotate grievance case membership unless a conflict of interest is identified.

ii. The OC representative will sit in on all GRP deliberations and will be copied on all correspondence. If during deliberations, the OC member has process or procedural concerns, the member may raise the concerns with the GRP, without the grievant or respondent or any other parties present.

iii. The OC representative is an observer: The OC representative may not participate in the deliberations or rendering of findings and recommendations by the GRP.

iv. GRP requests for extensions of up to two weeks may be approved by the OC representative on that case. Any additional requests for extensions must be approved by the OC. The OC shall rule on such requests within five calendar days from the receipt of the request.

v. The OC representative shall not discuss the ongoing grievance with anyone, including other OC members, except any information necessary to the OC committee decision regarding time extension requests from the GRP.

vi. At the close of each grievance case, the OC representative shall present to the other OC members, and the GRP, a summative and evaluative report of the process as it relates to that particular case. These reports will not reveal any substantive information concerning grievances including but not limited to supporting materials, specific findings, and identifying information about any participant.

c. OC monitoring of the grievance process:
   i. The OC will continually monitor the overall grievance process.
   ii. On a yearly basis the OC shall present a summative and evaluative report to Faculty Council or Faculty Senate Executive Committee, the Provost and the Chancellor.
   iii. The OC will monitor the implementation of remedies resulting from the final grievance decision by communication with relevant parties, and in cases in which remedies are not being implemented the Faculty Council/ Faculty Senate will be notified.

12. Confidentiality:

   a. All parties involved (grievant, respondent, GRP and OC) must agree to maintain strict confidentiality regarding any substantive information concerning grievances including but not limited to supporting materials, specific findings, and identifying information about any participant. The substance of the cases shall not be discussed at any time, before or after a final decision is made, except as provided in Section 370.010 C.5.b.iii, and 370.010 C.10.c.
• Appendix A (MS Word)
• Appendix B (MS Word)
• Appendix C (MS Word)
Appendix A

Case #: ____________(To Be Assigned by GRP)

Grievance Filing Form

Date of Filing this Form: ________________

Name: _____________________________

Contact Information (address, phone, email):

Instructions for Questions Associated with Roman Numeral I - III:

The Collected Rules and Regulations list three categories of grievances and these are listed below in Italics (see I, II, and III). Check the box(es) associated with the category or categories of the grievance you are filing. For each relevant category, answer the questions that follow by attaching a separate word document or inserting pages at the end of this document. Please number your responses in accordance with the numbering system employed below (e.g. I-a; III-b, etc.).

☐ I. There has been a violation, a misinterpretation, an arbitrary or discriminatory application of written University rule, policy, regulation, or procedure which applies personally to the faculty member, notwithstanding that it may apply to others within or without the grievant's unit, relating to the privileges, responsibilities, or terms and conditions of employment as a member of the faculty.

1) List the specific written University rule, policy, regulation or procedure that was violated, misinterpreted, or discriminatorily applied. Either cite the specific Collected Rules and Regulations number or attach relevant policies (e.g., department bylaws). If there is more than one alleged violation, list each separately.
   a) For each alleged violation, list the date of occurrence of the grieved act. Please note that the grievant must file the grievance within one hundred and eighty (180) calendar days after the grievant knew, or reasonably should have known, of the occurrence of the event or omission out of which the grievance has arisen. In situations where the grievance arises out of a series of events or omissions, the filing period shall be measured from the last event or omission in the series.
   b) For each alleged violation, describe the grieved act. Include in your description the harm that you perceive resulted and the remedy requested.
C) The description of each grieved act is limited to three double-spaced pages (Times New Roman, 12 point).

II. The faculty member has been discriminated against on the basis of race, color, religion, sex, gender identity, gender expression, national origin, age, disability, status as a Vietnam era veteran, or sexual orientation.

1) List specific type(s) of discrimination(s) that is (are) alleged to have been violated.
   a) For each alleged violation, list the date of occurrence of the grieved act. Please note that the grievant must file the grievance within one hundred and eighty (180) calendar days after the grievant knew, or reasonably should have known, of the occurrence of the event or omission out of which the grievance has arisen. In situations where the grievance arises out of a series of events or omissions, the filing period shall be measured from the last event or omission in the series.
   b) For each alleged violation, describe the grieved act. Include in your description the harm that you perceive resulted and the remedy requested.
   c) The description of each grieved act is limited to three double-spaced pages (Times New Roman, 12 point)

III. There has been an infringement on the academic freedom of the faculty member.

(For information on academic freedom, see the Collected Rules and Regulations, Section 310.010).

a) List the date of occurrence of the grieved act. Please note that the grievant must file the grievance within one hundred and eighty (180) calendar days after the grievant knew, or reasonably should have known, of the occurrence of the event or omission out of which the grievance has arisen. In situations where the grievance arises out of a series of events or omissions, the filing period shall be measured from the last event or omission in the series.
   b) Describe the grieved act. Include in your description the harm that you perceive resulted and the remedy requested.
   c) The description of each grieved act is limited to three double-spaced pages (Times New Roman, 12 point)

Instructions for Roman Numeral IV - VIII:
Answer the questions that follow by attaching a separate word document or inserting pages at the end of this document. Please number your responses in accordance with the numbering system employed below (e.g. IV, V, etc.).

IV. Please specify in detail any attempts made for informal resolution. The description of such attempts is limited to one double-spaced page (Times New Roman, 12 point). Please note the grievant must demonstrate that s/he attempted to informally resolve the complaint before filing the grievance.

V. If you have any relevant evidence/attachments that you would like the Grievance Resolution Panel (GRP) to consider, please include them. You must
refer to any attachments in your replies to the questions above so that the relevance of each attachment is clear.

VI. If desired, please list any additional sources of information, including persons with knowledge. Please specify the type of information available through these additional sources and the relevance of this information to the alleged violations.

VII. The grievant may also request that the GRP gather any additional relevant evidence that the grievant believes exists and that is not in the grievant’s possession or to which the grievant does not have access. Taking into account considerations of FERPA, HIPAA, attorney/client privilege and impact on any party or university entity, the GRP will make reasonable attempts to obtain information that it deems relevant and central to the grieved matter(s). Please list any such information and its relevance to the alleged violations.

VIII. Have you filed a lawsuit related to the substantive content of the grievance?

PLEASE NOTE THAT INCOMPLETE FILING FORMS OR FILING FORMS THAT DO NOT COMPLY WITH THE DIRECTIONS ABOVE WILL BE RETURNED.

Columbia Campus: Send form and responses to GRP@missouri.edu

UMKC Campus: Send form and responses to GRP@umkc.edu

MO S&T Campus: Send form and responses to GRP@mst.edu

UMSL Campus: Send form and responses to grievance@umsl.edu
370.010 Academic Grievance Procedure

The Board of Curators, the faculty, and the administration of the University of Missouri recognize the importance of providing a prompt and efficient procedure for fair and equitable resolutions of grievances with the University without fear of prejudice or reprisal for initiating a grievance or participating in its settlement. To the extent possible, all grievances should be settled through informal discussions at the lowest administrative level, and disputed matters should be processed as formal grievances only when either party feels that a fair and equitable solution has not been reached in the informal discussions. Accordingly, the members of the faculty as defined in the rules and regulations, Section 310.020 A, including faculty who hold an administrative title or function, are encouraged to use this procedure for grievances relating to their status or activities as faculty members. Former faculty members may only use this process to grieve the non-renewal of their employment. This grievance procedure should not be used in connection with a matter relating to any administrative title or function which the faculty member currently holds or may also have had.

The success of this procedure is contingent upon the good faith effort of all participants. It is the responsibility of the Faculty Council, Senate and Campus Administration, and the University President to encourage and sustain such efforts, and to ensure that the procedure is followed in its entirety in its spirit as well as letter. The Chancellors will be responsible for ensuring that the determination reached in a grievance is implemented. The Faculty Council/Senate Oversight Committee will monitor this process, as per 370 C.11.c.

A. Definition:
   1. A grievance is defined as an allegation that one or more of the following has occurred:
      a. There has been a violation, a misinterpretation, an arbitrary or discriminatory application of written University rule, policy, regulation, or procedure which applies personally to the faculty member, notwithstanding that it may apply to others within or without the grievant’s unit, relating to the privileges, responsibilities, or terms and conditions of employment as a member of the faculty.
      b. The faculty member has been discriminated against on the basis of race, color, religion, sex, gender identity, gender expression, national origin, age, disability, status as a Vietnam era veteran, or sexual orientation.
      c. There has been an infringement on the academic freedom of the faculty member.
   2. This policy shall not be interpreted in such a manner as to violate the legal rights of religious organizations or military organizations associated with the Armed Forces of the United States of America.

B. Termination and Non-Renewal of Regular Faculty
1. The termination of regular faculty on continuous appointments, on whatever grounds, is governed by the Academic Tenure Regulations (Section 310.020) and the Procedures in Cases of Dismissal for Cause (Section 310.060) rather than this Grievance Procedure. Any matter related to the termination of regular faculty on continuous appointment cannot be grieved under Section 370.010.

2. The non-renewal of regular faculty on regular term appointments, on whatever grounds, is governed by the Academic Tenure Regulations (Section 310.020) rather than this Grievance Procedure. As laid out in Section 310.020.F.3., if a tenure-track faculty members’ non-renewal has been unsuccessfully appealed to the Chancellor, the faculty member may use this grievance process only to allege that the decision resulted from inadequate consideration, or that the decision was based significantly on consideration violative of academic freedom, or that the decision was based significantly on considerations violative of governing policies on equal employment opportunity.

C. Grievance Process:

1. Grievance Resolution Panel (GRP):
   a. Grievances shall be addressed by a standing GRP consisting of a senior administrator and two or four tenured faculty members:
      i. Two models for the GRP are possible and the model employed by each campus, as well as the number of GRP members, will be determined by the Chancellor in consultation with Faculty Council/Senate.
         (a) Model A: Two or four GRP faculty members (plus 2 alternate faculty members) will be chosen by the Faculty Council (FC) or Faculty Senate (FS) after consultation with the Chancellor or Chancellor’s designee, via an application process designed by the FC or FS.
         (b) Model B: The GRP will consist of two panels, each with two or four tenured faculty members and two alternate faculty members. Faculty will be chosen by FC/FS as described in Model A. above.
      ii. Faculty members may be granted release time to compensate for the effort devoted to the GRP. The amount of release time will be negotiated between the Chancellor/Chancellor's designee and the faculty member’s dean/department chair.
      iii. The senior administrator member of the GRP under either Model A or B will be appointed by the Chancellor/Chancellor's designee after consultation with the FC or FS.
   b. GRP members will serve up to three-year renewable terms pending FC or FS and Chancellor/Chancellor’s designee approval. In the interest of continuity and consistency, faculty terms on the GRP will be staggered.
   c. A conflict of interest is a situation in which financial or other personal considerations have the potential to compromise or bias professional judgment and objectivity.
i. In the case of a conflict of interest of the senior administrative member of the GRP, the Chancellor/Chancellor’s designee will appoint an alternate senior administrator after consultation with the FC/FS.

ii. In case of a conflict of interest of a faculty member of the GRP, the FC/FS will appoint alternate faculty members of the GRP. Release time, if any, for faculty alternates will be negotiated between the Chancellor/Chancellor's designee and the alternate’s dean/department chair, as needed.

2. Faculty Council/Senate Oversight Committee (OC):
   a. The OC will monitor the grievance process. (Additional details on OC committee are provided below in section 370.010 C.11.)

3. Filing a grievance:
   a. A faculty member files a grievance by the completion of the Grievance Filing Form (GFF) (see attached form in Appendix A) and submission of the form to the GRP.
      i. The grievant may submit any relevant evidence/attachments that the grievant would like to be considered by the GRP as well as a list of additional sources of information, including persons with knowledge, subject to the limitations as to length specified in the GFF.
      ii. The grievant may also request that the GRP gather any additional relevant evidence that the grievant believes exists and that is not in the grievant’s possession or to which the grievant does not have access. Taking into account considerations of FERPA, HIPAA, attorney/client privilege and impact on any party or university unit, the GRP will make reasonable attempts to obtain information that it deems relevant and central to the grieved matter(s).
   b. There are three requirements the grievant must meet when filing:
      i. The grieved act listed on the GFF must meet the definitional criteria in 370.010 A.
      ii. The grievant must demonstrate that s/he attempted to informally resolve the complaint before filing the grievance.
      iii. The grievant must file the grievance within one hundred and eighty (180) calendar days after the grievant knew, or reasonably should have known, of the occurrence of the event or omission out of which the grievance has arisen. In situations where the grievance arises out of a series of events or omissions, the filing period shall be measured from the last event or omission in the series.

(a) A faculty member who does not initiate a grievance in accordance with the 180-day calendar limit specified herein shall be deemed for purposes of these procedures to have accepted the last decision rendered by an appropriate administrative officer.
c. If the GRP determines that any of these three requirements (370.010 C.3.) are not met, they may reject the grievance. Rejections of grievances cannot be appealed.

4. Processing a grievance:

a. The GRP will meet with the grievant to discuss the complaint and gain a greater understanding of the issues.

b. The GRP will also name a university respondent, in consultation with both the Chancellor/Chancellor’s designee and the Chair/President of Faculty Council/Senate or their designee.

c. Early in the process, the GRP may hold one face-to-face meeting simultaneously with both the grievant and the person against whom the grievance is directed.

d. Both the grievant and the respondent have the right to consult with an attorney of their choice, but that attorney may not be present at any meetings with the GRP. Both the grievant and the respondent may have an advisor present at meetings with the GRP but the advisor must be a current university employee and cannot act in the capacity of an attorney. The advisor may not make presentations or statements to the GRP, or any other parties present.

e. The university respondent will be provided with the original grievance filing form and any other information gathered that the GRP deems relevant, and will be required to write a rebuttal statement.
   i. The respondent may include any relevant evidence/attachments that the respondent would like to be considered by the GRP, as well as a list of additional sources of information, including persons with knowledge.
   ii. The respondent may request that the GRP gather any additional relevant evidence that the respondent believes exists and that is not in the respondent’s possession or to which the respondent does not have access. Taking into account considerations of FERPA, HIPPA, attorney/client privilege and impact on any party or university entity, the GRP will make reasonable attempts to obtain information that it deems relevant and central to the grieved matter(s).
   iii. The respondent has 15 calendar days from the date that s/he is provided with the original grievance filing form to write this rebuttal statement. The respondent may submit a written request to the GRP for a time extension to prepare the rebuttal. Such extensions will be granted at the sole discretion of the GRP.

f. The GRP will investigate, gather evidence, meet individually or jointly with either or both parties, as well as other relevant individuals. There shall be no formal hearing in this process.

g. Based on its own investigation, the GRP may collect evidence that it deems as having relevance and centrality to the grieved matters.
h. The GRP shall receive the cooperation of campus administrators, the collegiate dean, the department chair, the grieving faculty member, other faculty members, other University employees, and students enrolled at the University. It will be the duty of all such individuals to provide, in a timely fashion, all requested non-testimonial evidence relevant to the case.

i. The GRP will consult with University Legal Counsel concerning legal issues of evidence, including but not limited to FERPA regulations, attorney/client privilege, and HIPPA-protected materials.

j. All University employees must be truthful in providing testimony to the GRP and all non-testimonial evidence must be genuine and accurate. False testimony, fraudulent evidence, refusal to cooperate with the GRP and breaches of confidentiality (see section 370.010 C.12) may be the basis for a personnel action against the uncooperative individual.

k. The grievant(s) and respondent(s) shall be promptly provided with a copy of all evidence collected by the GRP, or in the case of materials deemed confidential by the GRP, a summary of this evidence.

l. The GRP will have three months from the date of a correctly filed grievance (see 370.010 C.3.a) to conduct an investigation and render findings and recommendations, if any.

m. Prior to rendering its findings, the GRP will inform the parties in writing of their tentative findings and the basis for these findings, including documents collected and information received orally. The parties shall meet jointly with the GRP and each will have the opportunity to provide a 30 minute oral presentation to the GRP regarding their perspective on these tentative findings. Each party will be provided with the opportunity to make one ten minute rebuttal to the other party’s presentation.

5. Potential GRP Actions

a. The GRP has broad administrative latitude to address grievances.

b. At any point in the process, the GRP may:
   i. Facilitate a settlement agreement between the grievant and the University of Missouri.
   ii. Make a determination that the grievance has no merit. This determination is not appealable.
   iii. Terminate a grievance if a lawsuit related to the substantive content of the grievance, as determined by the GRP, is initiated at any time. The grievant and the respondent are immediately released from requirements imposed by Section 370.010 C.12. This action is not appealable.

c. At the conclusion of their investigation, the GRP shall make findings and recommendations that may include, but are not limited to, the following, which will be provided to the Chancellor, Provost, the parties, and the Oversight Committee Representative:
   i. A finding in favor of the grievant and the recommendation of remedies, if any, to resolve the grievance.
ii. A finding that both the grievant and the respondent have legitimate complaints and the recommendation of remedies, if any, to resolve both sets of complaints.

iii. A finding against the grievant with no recommendations for remedies to address the grievant’s complaint.

iv. A finding that the respondent was subject to some adversity in connection with the aggrieved act and the recommendation of remedies, if any, to alleviate this adversity.

d. In the interest of solving problems, the GRP in unique position to view university functions from multiple viewpoints, may occasionally identify areas of functioning of the University of Missouri that could be improved or changed to prevent future problems. These findings and recommendations can be provided periodically to the Provost, the Chancellor, and the Chair of Faculty Council/Senate.

6. Appeal of the GRP findings:

a. Within 15 calendar days, either the grievant or the respondent may appeal the GRP findings and recommendations, if any, to the Chancellor using the Grievance Appeal Form (a copy of which is attached in Appendix B).

b. The Chancellor will have 30 calendar days from the time it is received to act on the appeal. If the Chancellor needs more time, then the Chancellor shall provide reasons and a new estimated time via a letter to all parties (grievant, respondent, GRP, Oversight Committee representative). If the Chancellor does not act within 30 calendar days and does not provide such a letter, the decision of the GRP becomes final.

c. If neither party appeals the GRP decision within 15 days, then the Chancellor will have an additional 30 days to accept or reject the findings of the GRP in whole or in part, and accept, reject or modify the recommendations of the GRP. If the Chancellor needs more time, then the Chancellor shall provide reasons and a new estimated time via a letter to all parties (grievant, respondent, GRP, Oversight Committee representative). If the Chancellor does not act within such additional 30 calendar days and does not provide such a letter, the decision of the GRP becomes final.

7. Chancellor’s review of the GRP Decision:

a. In reviewing the GRP decision:
   i. The Chancellor, or the Chancellor’s designee, may speak to the grievant and the respondent. If the Chancellor, or the Chancellor’s designee, meets with one party, however, then the Chancellor or the chancellor’s designee must also meet with the other party as well, although not necessarily at the same time.
   ii. The Chancellor and Chancellor's designee will have access to all relevant documents.
   iii. The Chancellor or the Chancellor’s designee may seek additional information or input as needed. If the Chancellor or Chancellor’s
designee seeks additional information, however, then the Chancellor shall inform the GRP and the OC representative to the grievance under consideration what additional information or input the Chancellor or the Chancellor’s designee has sought.

b. The Chancellor may accept or reject the findings of the GRP in whole or in part, and accept, reject or modify the recommendations of the GRP. If the Chancellor rejects or modifies, the Chancellor or the Chancellor’s designee shall meet with the GRP and the OC representative prior to rendering the final decision.

c. The Chancellor’s decision is final.

d. Upon rendering of the final decision, the Chancellor will notify the grievant, respondent, GRP and Oversight Committee representative regarding the final outcome and remedies, if any.

8. Grievant’s acceptance of the final decision:

a. Once a decision is final, the grievant has 15 calendar days to provide written acceptance or non-acceptance of the decision and any recommended remedies.

b. The grievant uses the Grievance Acceptance Form (a copy of which is attached in Appendix C) to file a response to the final decision.

9. If the grievant fails to provide a written acceptance of the final decision or submits a Grievance Acceptance Form that rejects the final decision, the grievant suffers the loss of all remedies favorable to the grievant.

10. Grievant’s legal rights:

a. Upon acceptance of the final decision, the grievant waives the right to bring a lawsuit concerning any matters that were a subject of the grievance.

b. If a lawsuit related to the substantive content of the grievance is initiated at any time, then this grievance process will immediately end and the grievant and the respondent are immediately released from requirements imposed by Section 370.010C.12.

c. Upon rejection of the final decision, the grievant and the respondent are released from the confidentiality requirements imposed by Section 370.010C.12.

11. Oversight:

a. There will be a Faculty Council/Senate Oversight Committee (OC), whose purpose will be to monitor the Grievance process as neutral observers and provide feedback on the process to the Faculty Council or Faculty Senate, the faculty and the Provost’s and Chancellor’s Office.

   i. The OC will consist of 3-5 tenured faculty appointed by Faculty Council or Faculty Senate for up to three year staggered terms.

   ii. Chair of the OC will be a member of the Faculty Council or Faculty Senate.

b. OC monitoring of individual grievances:
i. A member of the OC will be appointed to each grievance case following receipt of the Grievance Filing Form by the GRP. OC members will rotate grievance case membership unless a conflict of interest is identified.

ii. The OC representative will sit in on all GRP deliberations and will be copied on all correspondence. If during deliberations, the OC member has process or procedural concerns, the member may raise the concerns with the GRP, without the grievant or respondent or any other parties present.

iii. The OC representative is an observer: The OC representative may not participate in the deliberations or rendering of findings and recommendations by the GRP.

iv. GRP requests for extensions of up to two weeks may be approved by the OC representative on that case. Any additional requests for extensions must be approved by the OC. The OC shall rule on such requests within five calendar days from the receipt of the request.

v. The OC representative shall not discuss the ongoing grievance with anyone, including other OC members, except any information necessary to the OC committee decision regarding time extension requests from the GRP.

vi. At the close of each grievance case, the OC representative shall present to the other OC members, and the GRP, a summative and evaluative report of the process as it relates to that particular case. These reports will not reveal any substantive information concerning grievances including but not limited to supporting materials, specific findings, and identifying information about any participant.

c. OC monitoring of the grievance process:
   i. The OC will continually monitor the overall grievance process.
   ii. On a yearly basis the OC shall present a summative and evaluative report to Faculty Council or Faculty Senate Executive Committee, the Provost and the Chancellor.
   iii. The OC will monitor the implementation of remedies resulting from the final grievance decision by communication with relevant parties, and in cases in which remedies are not being implemented the Faculty Council/ Faculty Senate will be notified.

12. Confidentiality:

   a. All parties involved (grievant, respondent, GRP and OC) must agree to maintain strict confidentiality regarding any substantive information concerning grievances including but not limited to supporting materials, specific findings, and identifying information about any participant. The substance of the cases shall not be discussed at any time, before or after a final decision is made, except as provided in Section 370.010 C.5.b.iii, and 370.010 C.10.c.
- [A] Appendix A (MS Word)
- [A] Appendix B (MS Word)
- [A] Appendix C (MS Word)
Appendix A

Case #: ______________ (To Be Assigned by GRP)

Grievance Filing Form

Date of Filing this Form: ______________

Name: _____________________________

Contact Information (address, phone, email):

Instructions for Questions Associated with Roman Numeral I - III:

The Collected Rules and Regulations list three categories of grievances and these are listed below in Italics (see I, II, and III). Check the box(es) associated with the category or categories of the grievance you are filing. For each relevant category, answer the questions that follow by attaching a separate word document or inserting pages at the end of this document. Please number your responses in accordance with the numbering system employed below (e.g. I-a; III-b, etc.).

☐ I. There has been a violation, a misinterpretation, an arbitrary or discriminatory application of written University rule, policy, regulation, or procedure which applies personally to the faculty member, notwithstanding that it may apply to others within or without the grievant's unit, relating to the privileges, responsibilities, or terms and conditions of employment as a member of the faculty.

1) List the specific written University rule, policy, regulation or procedure that was violated, misinterpreted, or discriminatorily applied. Either cite the specific Collected Rules and Regulations number or attach relevant policies (e.g., department bylaws). If there is more than one alleged violation, list each separately.
   a) For each alleged violation, list the date of occurrence of the grieved act. Please note that the grievant must file the grievance within one hundred and eighty (180) calendar days after the grievant knew, or reasonably should have known, of the occurrence of the event or omission out of which the grievance has arisen. In situations where the grievance arises out of a series of events or omissions, the filing period shall be measured from the last event or omission in the series.
   b) For each alleged violation, describe the grieved act. Include in your description the harm that you perceive resulted and the remedy requested.
c) The description of each grieved act is limited to three double-spaced pages (Times New Roman, 12 point).

II. The faculty member has been discriminated against on the basis of race, color, religion, sex, gender identity, gender expression, national origin, age, disability, status as a Vietnam era veteran, or sexual orientation.

1) List specific type(s) of discrimination(s) that is (are) alleged to have been violated.
   a) For each alleged violation, list the date of occurrence of the grieved act. Please note that the grievant must file the grievance within one hundred and eighty (180) calendar days after the grievant knew, or reasonably should have known, of the occurrence of the event or omission out of which the grievance has arisen. In situations where the grievance arises out of a series of events or omissions, the filing period shall be measured from the last event or omission in the series.
   b) For each alleged violation, describe the grieved act. Include in your description the harm that you perceive resulted and the remedy requested.
   c) The description of each grieved act is limited to three double-spaced pages (Times New Roman, 12 point)

III. There has been an infringement on the academic freedom of the faculty member.

(For information on academic freedom, see the Collected Rules and Regulations, Section 310.010).

a) List the date of occurrence of the grieved act. Please note that the grievant must file the grievance within one hundred and eighty (180) calendar days after the grievant knew, or reasonably should have known, of the occurrence of the event or omission out of which the grievance has arisen. In situations where the grievance arises out of a series of events or omissions, the filing period shall be measured from the last event or omission in the series.
   b) Describe the grieved act. Include in your description the harm that you perceive resulted and the remedy requested.
   c) The description of each grieved act is limited to three double-spaced pages (Times New Roman, 12 point)

Instructions for Roman Numeral IV - VIII:
Answer the questions that follow by attaching a separate word document or inserting pages at the end of this document. Please number your responses in accordance with the numbering system employed below (e.g. IV, V, etc.).

IV. Please specify in detail any attempts made for informal resolution. The description of such attempts is limited to one double-spaced page (Times New Roman, 12 point). Please note the grievant must demonstrate that s/he attempted to informally resolve the complaint before filing the grievance.

V. If you have any relevant evidence/attachments that you would like the Grievance Resolution Panel (GRP) to consider, please include them. You must
refer to any attachments in your replies to the questions above so that the relevance of each attachment is clear.

VI. If desired, please list any additional sources of information, including persons with knowledge. Please specify the type of information available through these additional sources and the relevance of this information to the alleged violations.

VII. The grievant may also request that the GRP gather any additional relevant evidence that the grievant believes exists and that is not in the grievant’s possession or to which the grievant does not have access. Taking into account considerations of FERPA, HIPAA, attorney/client privilege and impact on any party or university entity, the GRP will make reasonable attempts to obtain information that it deems relevant and central to the grieved matter(s). Please list any such information and its relevance to the alleged violations.

VIII. Have you filed a lawsuit related to the substantive content of the grievance?

PLEASE NOTE THAT INCOMPLETE FILING FORMS OR FILING FORMS THAT DO NOT COMPLY WITH THE DIRECTIONS ABOVE WILL BE RETURNED.

Columbia Campus:  Send form and responses to GRP@missouri.edu
UMKC Campus:  Send form and responses to GRP@umkc.edu
MO S&T Campus:  Send form and responses to GRP@mst.edu
UMSL Campus:  Send form and responses to grievance@umsl.edu
Collected Rules and Regulations
Grievance Procedures
Chapter 390: Student Discrimination Grievances

390.010 Discrimination Grievance Procedure for Students
Bd. Min. 12-17-82, Bd. Min. 1-25-90, Amended Bd. Min. 10-16-03, Amended Bd. Min. 11-29-07.

A. General

1. It is the policy of the University of Missouri to provide equal opportunity for all enrolled students and applicants for admission to the University on the basis of merit without discrimination on the basis of their race, color, religion, sex, gender identity, gender expression, sexual orientation, national origin, age or disability, or Vietnam era veteran status. Sexual harassment shall be considered discrimination because of sex. This policy shall not be interpreted in such a way as to violate the legal rights of religious organizations or military organizations associated with the Armed Forces of the United States of America.

2. To insure compliance with this policy, all University of Missouri prospective or enrolled students shall have available to them this student discrimination grievance procedure for resolving complaints and/or grievances regarding alleged discrimination.

3. This grievance procedure neither supersedes nor takes precedence over established University procedures of due process for any and all matters related to Academic Dishonesty, Grade Appeals, Traffic Appeals, Disciplinary Appeals, or other specific campus procedures which are authorized by the Board of Curators and deal with faculty/staff responsibilities.

4. These proceedings may be terminated at any time by the mutual agreement of the parties involved.

NOTE: A grievance concerning specific incidents filed under this discrimination grievance procedure shall not be processed on behalf of any student who elects to utilize another University grievance procedure. In addition, the filing of a grievance under these procedures precludes the subsequent use of other University grievance or appeals procedures for the same incident.
B. Definitions

1. A complaint is an informal claim of discriminatory treatment. A complaint may, but need not, constitute a grievance. Complaints shall be processed through the informal procedure herein set forth.

2. A grievance is the written allegation of discrimination which is related to:
   a. Recruitment and admission to the institution.
   b. Admission to and treatment while enrolled in an education program.
   c. Employment as a student employee on campus.
   d. Other matters of significance relating to campus living or student life, including, but not limited to:
      - Assignment of roommates in resident halls
      - Actions of fraternities and sororities
      - Membership in and/or admission to clubs/organizations
      - Student Health Services
      - Financial aid awards

3. A student is any person who has applied for admission or readmission, or who is currently enrolled, or who was a student of the University of Missouri at the time of the alleged discrimination.

4. Persons with disabilities -- For the purpose of this student discrimination grievance procedure, a "person with a disability" has been substituted for "handicapped individual" (Section 504, Rehabilitation Act of 1973) and shall be defined as "...any person who
   a. Has a physical or mental impairment which substantially limits one or more of such person's major life activities.
   b. Has a record of such impairment, or
   c. Is regarded as having such an impairment."

   For purpose of this definition, "major life activity" means any mental or physical function or activity which, if impaired, creates a substantial barrier to employment and/or education.

   Any reference in this document to written materials or to written oral presentations within the student discrimination grievance procedure may
be adjusted to accommodate persons with disabilities for whom the stated materials or required presentations would not be appropriate. Cost of such accommodation will be borne by the University, with no charge to the individual.

5. **Appropriate Administrative Officer** -- The primary administrative officer on the staff of the Chancellor (in the area of Student Affairs/Services, Administrative Services, Development, and Academic Affairs) having administrative responsibility for the unit in which the discrimination is alleged to have occurred.

6. **Grievance Consultant** -- At any step the Director of Equal Opportunity or of Affirmative Action may be asked to serve as a consultant by any of the parties involved in this grievance procedure.

C. **Complaints**

1. **Policies and Procedures** -- A student with a complaint will be provided with copies of appropriate policies and procedures pertaining to student complaints and grievances, and the Chief Student Personnel Administrator or his/her designee and the Officer or Equal Opportunity or for Affirmative Action shall be available to assist the student in understanding the opportunities afforded through such policies and procedures. The student may choose to have an advisor participate in any stage of the grievance procedures, subject to the restrictions of the hearing procedures set forth in Section 390.010 F.

2. **Joint Complaint** -- If more than one student is aggrieved by the same action, these students may, by mutual written agreement among themselves, file with the Chief Student Personnel Administrator a complaint and pursue their complaints jointly under this grievance procedure. If the number of students in such a case is so large as to make it impracticable for them to be heard individually in a joint proceeding, they may, by mutual agreement, elect one or more of their number to act on behalf of them all.

3. **Students may** informally discuss a complaint with the relevant supervising administrator. Every reasonable effort should be made to resolve the matter informally at this administrative level. If a satisfactory resolution is not reached, the student may pursue the matter through each level of administrative
jurisdiction up to and including the Appropriate Administrative Officer, or file a grievance within the time specified in D.1.b.

4. **Complaints Involving Recruitment**
   a. Undergraduate applicants must first present complaints about recruitment to the Director of Admissions. If a satisfactory resolution is not reached, the applicant may appeal the matter to the immediate supervising officer of the Director of Admissions.
   b. Applicants for graduate study may request a meeting with the academic department head and the Dean of the College for those campuses having schools or colleges, or their designees, who are actually involved in the recruitment effort to discuss the matter informally. If a satisfactory resolution is not reached, the applicant may appeal to the Dean of the Graduate School/Vice Provost for Graduate Studies and finally to the Appropriate Administrative Officer.

5. **Complaints Involving Admissions** (Undergraduate or Professional)
   a. Undergraduate and professional student applicants shall present complaints to the Director of Admissions or to the Dean of the School or College, depending upon where the application was originally filed.
   b. This University official shall compare the person's academic qualifications against the official University admissions criteria and review the denial. If the denial is sustained, officials' immediate supervisor or to the appropriate admissions committee.

6. **Complaints Involving Admissions (Graduate)** -- Applicants to the Graduate School may ask for a meeting with the academic department head of the program to which the applicant was seeking admission. This official shall explain the reasons for the denial of recommendation for admissions. If a satisfactory resolution is not reached, the applicant may then appeal to the Dean of the Graduate School/Vice Provost for Graduate Studies or to the appropriate admissions committee. If the denial is upheld, the applicant may appeal the decision to the appropriate administrative officer.

7. **Complaints Involving Admissions to or Treatment in an Educational Program or in the Granting of Assistantships** -- An undergraduate or graduate student enrolled at the institution who has a discrimination complaint involving
admission to or treatment in an educational program or in the granting of assistantships may request a conference with the appropriate department head and with the Dean of the School or College (or the Dean's designee) on those campuses having schools or colleges to discuss the matter informally. If a satisfactory resolution is not reached, the student may present a grievance pursuant to Section 390.010 F.

8. **Complaints Involving Nonacademic Matters Related to Campus Living and Student Life** -- A currently enrolled student who has a University-related complaint concerning discrimination in nonacademic matters including but not limited to assignment of roommates, actions of fraternities and sororities, membership in and/or admissions to clubs/organizations, student health services and financial aid awards may request a conference with the appropriate administrative supervisor, department head and/or director to discuss the matter informally. If a satisfactory resolution is not reached, the student may present a grievance pursuant to Section 390.010 D.

9. **Complaints Involving Student Employment on Campus** -- A student enrolled at the University who alleges that discrimination occurred either in applying for work or while working as a student employee at a University job may request a conference with the supervisor, department head or director of the employing unit to discuss the matter informally. If a satisfactory resolution is not reached, the student may present a grievance pursuant to Section 390.010 D.

10. **Complaints Involving Financial Aid** (Undergraduate, Graduate, Professional):
    a. Undergraduate, graduate, and professional student aid applicants shall present complaints to the Director of Student Financial Aid where the application was originally filed or the award originally made.
    b. This University official shall compare the person's financial and academic qualifications against the official University financial aid criteria and review the award, amount, or denial of the aid. If the original judgment is sustained, the applicant may appeal this decision to the official's immediate supervisor or to the appropriate financial aid committee.

D. **Initiating a Grievance**

1. **Policies and Procedures** -- A student with a grievance will be provided copies of appropriate policies and procedures pertaining to student complaints and
grievances, and the Chief of Student Personnel Administrator or designee and
the Office for Equal Opportunity or for Affirmative Action shall be available to
assist the student in understanding the opportunities afforded through such
policies and procedures. The student may choose to have an advisor participate
in any stage of the grievance procedure, subject to the restrictions of the hearing
procedures set forth in Section 390.010 F.

a. **Joint Grievance** -- If more than one student is aggrieved by the same
action, these students may, by mutual written agreement among
themselves, file with the Chief Student Personnel Administrator a
grievance and pursue their grievances jointly under this grievance
procedure. If the number of students in such a case is so large as to make
it impractical for them to be heard individually in a joint proceeding, they
may, by mutual agreement, elect one or more of their number to act on
behalf of all of them.

b. **Regardless of their nature**, all discrimination grievances are to be filed
with the Chief Student Personnel Administrator. A grievance must have
been filed by a student within one-hundred-eighty (180) calendar days of
the date of the alleged discriminatory act.

2. **Filing a Grievance**

a. All grievances must be presented in writing and contain the following
information:

(1) A clear concise statement of the grievance which includes the name of
the person(s) against whom the grievance is made, the date(s) of the
alleged discrimination and a statement describing the specific supporting
evidence;

(2) A brief summary of the prior attempts to resolve the matter which
includes the names of persons with whom the matter was discussed and
the results of those previous discussions;

(3) A specific statement of the remedial action or relief sought.
b. Within seven (7) working days, the original grievance form with an explanation will be returned to the student if, in the judgment of the Chief Student Personnel Administrator, the statements are vague or do not meet the above requirement. The student may make the necessary corrections, and resubmit the grievance within seven (7) days.

3. Any grievance not filed within the time limits specified in Section 390.010 D.1.b shall be deemed waived by the grievant. The Chief Student Personnel Administrator may extend the time limits only if adequate cause for an extension of the time limits can be shown by the student.

4. For informational purposes, copies of the grievance shall be forwarded to the Appropriate Administrative Officer and the Director of Equal Employment and/or Affirmative Action.

5. Within fifteen (15) working days of receipt of a grievance that satisfies the requirement of Section 390.010 D.1.b, the Appropriate Administrative Officer with the consent of the parties involved may establish an informal hearing with the aggrieved student, the responding faculty/staff/organization, the respondent's supervisor and the Appropriate Administrative Officer's designee. The Appropriate Administrative Officer shall not involve himself/herself in this meeting. If the informal means of resolving the grievance fails, a grievance committee will be impaneled as called for in Section 390.010 E.1.

E. Formation of Grievance Committee

1. It the Appropriate Administrative Officer's responsibility to initiate the selection of the grievance committee within fifteen (15) working days after the request for the formation of a grievance committee or after the completion of the informal hearing provided for in Section 390.010 F.5 without satisfaction to the grievant.

2. A grievance hearing panel shall be established by October 1 of each year from which a grievance committee should be constituted. The panel shall consist of ten (10) faculty, ten (10) staff and ten (10) students. Selection of the panel will be made by the Chief Student Personnel Administrator from recommendations.
by the appropriate faculty, staff and student associations. Selection of membership will consider sex, race, disability, academic rank, student classification and employee classification. Membership on the hearing panel shall be for two years. A member's term shall expire on September 30 of the second year unless he/she is serving at that time on a hearing committee still in the process of reviewing an unresolved grievance. In such case, the member's term shall expire as soon as the committee has submitted a written report of its findings and recommendations to the Appropriate Administrative Officer.

3. A hearing committee shall be composed of five (5) members. The grievant shall select two (2) members from the grievance hearing panel provided by the Chief Student Personnel Administrator. The responding faculty/staff/organization shall select two (2) members from the grievance hearing panel. Both parties should have their selection made within 15 working days of the receipt of the request. The four committee members shall then select an additional member from the grievance hearing panel to serve as chair. Neither members of the immediate departmental unit nor student members of pertinent student organizations involved in the grievance shall be eligible to serve on the committee.

4. Any person selected to a grievance committee will be expected to serve on such committees and to be present at all sessions. If a member is absent from a single session, he/she will be required to review all tapes or transcribed proceedings of that session prior to the next meeting of the committee. Should a member be absent from two sessions or should a member request to be excused from service for reasons of illness, necessary absence from the campus or other hardship, then the member shall be replaced in the same manner used in the original selection (see Section 390.010 E.3). If a member is unable or ineligible to serve for whatever reason, the replacement shall review all tapes or written transcripts and all submitted evidence prior to service on the committee. Five members of the hearing committee, duly selected as in Sections 390.010 E.3 and E.4 must attend the opening and closing session of the hearing.

F. Hearing Procedures for Formal Grievances
1. It shall be the responsibility of the Appropriate Administrative Officer to coordinate the procedure contained herein, to make provisions for hearing rooms, to coordinate secretarial and recording services and to otherwise serve the grievance committee as needed.

2. At the first organizational meeting of the grievance committee, the committee shall elect a chairperson from among the members to preside over subsequent meetings. Then the chairperson shall schedule a hearing at the earliest convenient time when all affected parties can be present.

3. A quorum consists of a minimum of four members of the committee except as provided by Section 390.010 E.4.

4. The grievance committee shall invite the grievant and the responding person to all hearings. Attendance at the hearings shall be limited to persons who have an official connection with the case as determined by the chairperson. The grievant and the responding person may choose to be accompanied by an advisor. Others whose participation in the hearing is considered essential in order to assist the committee in establishing the facts of the case shall appear before the committee only long enough to give testimony and to answer questions of committee members.

5. It is within the duties and responsibilities of all members of a grievance committee to commit themselves to observe procedures consistent with fairness to all parties concerned. For example, it is a matter of principle that members of the grievance committee will not discuss a case with anyone outside of the hearing process and that their finding will not be influenced by anything other than the evidence presented to them in meetings in which all affected parties are present.

6. The grievance committee shall set forth the rules of procedure for the hearing within the guidelines set forth herein. The chairperson may, for good cause and with the concurrence of a majority of the entire committee, authorize deviation from the suggested format, in which case the principal parties shall be notified.
a. The grievant shall be heard first in all phases of a grievance hearing and shall be primarily responsible for the presentation of his/her position.

b. The advisor of the grievant or respondent may advise that person and may briefly explain his or her position but shall not be permitted to testify or to cross-examine.

c. A reasonable time limit should be established for opening and closing statements and shall be announced prior to the hearing.

d. Length of hearing sessions may be established in advance; every effort should be made to conduct the hearing as expeditiously as possible, with equal fairness to both parties.

e. The interested parties shall provide the chairperson with the names of the advisor and potential witnesses at least forty-eight (48) hours prior to the hearing. It is the responsibility of the interested party, working with the chairperson, to ensure the presence of these individuals in a timely manner.

f. After initial witnesses for both parties have been heard, such witnesses may be recalled for additional questioning if requested by either party or the grievance committee. The committee may call new witnesses whose testimony it deems relevant or helpful.

g. In order to promote the truthful, unfettered exchange of information and ideas, all testimony pertaining to the grievance hearing shall be held in confidence.

h. Only evidence relevant to the grievance may be introduced. Questions regarding the admissibility of evidence shall be decided by the chairperson.

7. At any point in the proceedings prior to the time at which the committee reaches its final decision, the grievant may withdraw any portion or all of the grievance with the consent of a majority of the committee members and of the respondent. In all cases of withdrawal at the consent of the committee and of the respondent, the grievant shall not have the privilege of reopening the same grievance at any time in the future. In the event that the student refuses to participate further in the committee hearing, the committee may choose to
continue the case or to move to closure with an appropriate closing statement as per Section 390.010 F.9.

8. A confidential tape recording of the grievance hearing shall be made and will be accessible to the parties involved, the committee, the Appropriate Administrative Officer, the Chancellor, the President, members of the Board of Curators and authorized representatives on a need-to-know basis. Either party to the grievance may request that the committee provides a written transcript of testimony. The cost of preparation of such a transcript is to be paid by the party making such request unless Section 390.010 B.4 is applicable. After the report of the grievance committee has been prepared, the tapes and relevant materials will be sealed and filed in the Appropriate Administrative Office. Unless extraordinary circumstances apply, these materials will be destroyed at the end of five years.

9. At the conclusion of the grievance hearing, the members of the grievance committee shall meet in closed session to deliberate upon their findings. A majority vote of the entire committee shall be required on all decisions. The grievance committee shall make a written report on findings and recommendations to the Appropriate Administrative Officer of the University, with copies to the grievant(s) and the responding person(s). The written report will contain:
   a. A statement of the purpose of the hearing,
   b. Issues considered,
   c. A summary of the testimony and other evidence presented,
   d. Findings of fact as developed at the hearing, and
   e. Recommendations for final disposition of the case.

10. The Appropriate Administrative Officer will make his/her decision. This decision and the actions that have been taken shall be presented to both parties in writing. If the administrator officer does not accept the recommendations of the grievance committee, a written statement of the reasons for so ruling must be
given to both parties and to the chairperson of the committee.

11. If requested by the grievant or the responding party, normally within seven (7) calendar days of the notification of the decision, the decision of the Appropriate Administrative Officer may be subject to a review of the records by the Chancellor. Any review and decision by the Chancellor shall be made normally within thirty (30) calendar days. The decision of the Chancellor can be appealed to the President, who shall have thirty (30) calendar days in which to make a decision, which shall be final.

12. Grievances shall receive prompt attention. The hearing and the report of the grievance committee shall normally be completed within sixty (60) calendar days of the formation of the grievance committee, and a final decision shall be made by the Appropriate Administrative Officer normally within ten (10) calendar days thereafter. In any case in which these time schedules should prove to be inadequate, the committee shall present, in writing, an amended time schedule to all parties involved.

Student Discrimination Grievance Procedure Form

(Use additional sheets if needed)

1. 1. Your Name
   Check One ..................Male: Female

   Student I.D. No. Mailing Address

   City State Zip Code
   Telephone

2. Submitted to (Campus specific title for Chief Student Personnel Administrator) on:
3. The basis for the grievance is alleged discrimination on the basis of:

Race Color Religion Sex Sexual Orientation Gender Identity Gender Expression National Origin Age Disability

4. University official or unit against whom this grievance is filed:

Name Department

5. Explain in a clear and detailed statement the following:
   a. The nature of the grievance and a description of specific supporting evidence:
   b. The specific remedial action or relief sought:

   *For grievances alleging discrimination to admission and/or treatment while enrolled in an educational program, employment on campus, or other matters of consequence relating to campus living or activities.

   c. A summary outlining with whom the point(s) of dissatisfaction were discussed and with what results:

6. Date you consider the "Informal discussion" ended:
I have read and understand the above grievance form and grievance procedure for students. This grievance I am filing to the best of my knowledge, information or belief.

Signature  Date

This form forwarded to (Appropriate Administrative Officer)

on by Month Day Year (Campus-specific title for Chief Student Personnel Administrator)

(Campus Address)

cc: Director of Employee Relations/Affirmative Action

**Suggested Format for Hearing**

I. Opening remarks accompanied by written submission of parties' outlines of relevant, non-redundant evidence to be offered to committee.
   1. Grievant
   2. Respondent

II. Consideration of any decision on objections to acceptance of items of evidence.

III. Presentation of relevant, non-redundant evidence.
   a. Grievant (with additional questions from Respondent and/or committee)
      1. Witnesses
      2. Non-testimonial evidence
   b. Respondent (with additional questions from Grievant and/or committee)
      1. Witnesses
      2. Non-testimonial evidence
IV. Opportunity for presentation of any rebuttal evidence.
   a. Grievant
   b. Respondent

V. Presentation of additional evidence requested by committee.

VI. Summation of case
   a. Grievant
   b. Respondent
Collected Rules and Regulations
Grievance Procedures
Chapter 390: Student Discrimination Grievances

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Bd. Min. 12-17-82, Bd. Min. 1-25-90, Amended Bd. Min. 10-16-03, Amended Bd. Min. 11-29-07.

A. General

1. It is the policy of the University of Missouri to provide equal opportunity for all enrolled students and applicants for admission to the University on the basis of merit without discrimination on the basis of their race, color, religion, sex, gender identity, gender expression, sexual orientation, national origin, age or disability, or Vietnam era veteran status. Sexual harassment shall be considered discrimination because of sex. This policy shall not be interpreted in such a way as to violate the legal rights of religious organizations or military organizations associated with the Armed Forces of the United States of America.

2. To insure compliance with this policy, all University of Missouri prospective or enrolled students shall have available to them this student discrimination grievance procedure for resolving complaints and/or grievances regarding alleged discrimination.

3. This grievance procedure neither supersedes nor takes precedence over established University procedures of due process for any and all matters related to Academic Dishonesty, Grade Appeals, Traffic Appeals, Disciplinary Appeals, or other specific campus procedures which are authorized by the Board of Curators and deal with faculty/staff responsibilities.

4. These proceedings may be terminated at any time by the mutual agreement of the parties involved.

   NOTE: A grievance concerning specific incidents filed under this discrimination grievance procedure shall not be processed on behalf of any student who elects to utilize another University grievance procedure. In addition, the filing of a grievance under these procedures precludes the subsequent use of other University grievance or appeals procedures for the same incident.
B. **Definitions**

1. **A complaint** is an informal claim of discriminatory treatment. A complaint may, but need not, constitute a grievance. Complaints shall be processed through the informal procedure herein set forth.

2. **A grievance** is the written allegation of discrimination which is related to:
   a. Recruitment and admission to the institution.
   b. Admission to and treatment while enrolled in an education program.
   c. Employment as a student employee on campus.
   d. Other matters of significance relating to campus living or student life, including, but not limited to:
      - Assignment of roommates in resident halls
      - Actions of fraternities and sororities
      - Membership in and/or admission to clubs/organizations
      - Student Health Services
      - Financial aid awards

3. **A student** is any person who has applied for admission or readmission, or who is currently enrolled, or who was a student of the University of Missouri at the time of the alleged discrimination.

4. **Persons with disabilities** -- For the purpose of this student discrimination grievance procedure, a "person with a disability" has been substituted for "handicapped individual" (Section 504, Rehabilitation Act of 1973) and shall be defined as "...any person who
   a. Has a physical or mental impairment which substantially limits one or more of such person's major life activities.
   b. Has a record of such impairment, or
   c. Is regarded as having such an impairment."

   For purpose of this definition, "major life activity" means any mental or physical function or activity which, if impaired, creates a substantial barrier to employment and/or education.

   Any reference in this document to written materials or to written oral presentations within the student discrimination grievance procedure may
be adjusted to accommodate persons with disabilities for whom the stated materials or required presentations would not be appropriate. Cost of such accommodation will be borne by the University, with no charge to the individual.

5. **Appropriate Administrative Officer** -- The primary administrative officer on the staff of the Chancellor (in the area of Student Affairs/Services, Administrative Services, Development, and Academic Affairs) having administrative responsibility for the unit in which the discrimination is alleged to have occurred.

6. **Grievance Consultant** -- At any step the Director of Equal Opportunity or of Affirmative Action may be asked to serve as a consultant by any of the parties involved in this grievance procedure.

C. **Complaints**

1. **Policies and Procedures** -- A student with a complaint will be provided with copies of appropriate policies and procedures pertaining to student complaints and grievances, and the Chief Student Personnel Administrator or his/her designee and the Officer or Equal Opportunity or for Affirmative Action shall be available to assist the student in understanding the opportunities afforded through such policies and procedures. The student may choose to have an advisor participate in any stage of the grievance procedures, subject to the restrictions of the hearing procedures set forth in Section 390.010 F.

2. **Joint Complaint** -- If more than one student is aggrieved by the same action, these students may, by mutual written agreement among themselves, file with the Chief Student Personnel Administrator a complaint and pursue their complaints jointly under this grievance procedure. If the number of students in such a case is so large as to make it impracticable for them to be heard individually in a joint proceeding, they may, by mutual agreement, elect one or more of their number to act on behalf of them all.

3. **Students may** informally discuss a complaint with the relevant supervising administrator. Every reasonable effort should be made to resolve the matter informally at this administrative level. If a satisfactory resolution is not reached, the student may pursue the matter through each level of administrative
jurisdiction up to and including the Appropriate Administrative Officer, or file a grievance within the time specified in D.1.b.

4. **Complaints Involving Recruitment**
   
a. Undergraduate applicants must first present complaints about recruitment to the Director of Admissions. If a satisfactory resolution is not reached, the applicant may appeal the matter to the immediate supervising officer of the Director of Admissions.

b. Applicants for graduate study may request a meeting with the academic department head and the Dean of the College for those campuses having schools or colleges, or their designees, who are actually involved in the recruitment effort to discuss the matter informally. If a satisfactory resolution is not reached, the applicant may appeal to the Dean of the Graduate School/Vice Provost for Graduate Studies and finally to the Appropriate Administrative Officer.

5. **Complaints Involving Admissions** (Undergraduate or Professional)
   
a. Undergraduate and professional student applicants shall present complaints to the Director of Admissions or to the Dean of the School or College, depending upon where the application was originally filed.

b. This University official shall compare the person's academic qualifications against the official University admissions criteria and review the denial. If the denial is sustained, officials' immediate supervisor or to the appropriate admissions committee.

6. **Complaints Involving Admissions (Graduate)** -- Applicants to the Graduate School may ask for a meeting with the academic department head of the program to which the applicant was seeking admission. This official shall explain the reasons for the denial of recommendation for admissions. If a satisfactory resolution is not reached, the applicant may then appeal to the Dean of the Graduate School/Vice Provost for Graduate Studies or to the appropriate admissions committee. If the denial is upheld, the applicant may appeal the decision to the appropriate administrative officer.

7. **Complaints Involving Admissions to or Treatment in an Educational Program or in the Granting of Assistantships** -- An undergraduate or graduate student enrolled at the institution who has a discrimination complaint involving
admission to or treatment in an educational program or in the granting of assistantships may request a conference with the appropriate department head and with the Dean of the School or College (or the Dean’s designee) on those campuses having schools or colleges to discuss the matter informally. If a satisfactory resolution is not reached, the student may present a grievance pursuant to Section 390.010 F.

8. **Complaints Involving Nonacademic Matters Related to Campus Living and Student Life** -- A currently enrolled student who has a University-related complaint concerning discrimination in nonacademic matters including but not limited to assignment of roommates, actions of fraternities and sororities, membership in and/or admissions to clubs/organizations, student health services and financial aid awards may request a conference with the appropriate administrative supervisor, department head and/or director to discuss the matter informally. If a satisfactory resolution is not reached, the student may present a grievance pursuant to Section 390.010 D.

9. **Complaints Involving Student Employment on Campus** -- A student enrolled at the University who alleges that discrimination occurred either in applying for work or while working as a student employee at a University job may request a conference with the supervisor, department head or director of the employing unit to discuss the matter informally. If a satisfactory resolution is not reached, the student may present a grievance pursuant to Section 390.010 D.

10. **Complaints Involving Financial Aid** (Undergraduate, Graduate, Professional):
    a. Undergraduate, graduate, and professional student aid applicants shall present complaints to the Director of Student Financial Aid where the application was originally filed or the award originally made.
    b. This University official shall compare the person’s financial and academic qualifications against the official University financial aid criteria and review the award, amount, or denial of the aid. If the original judgment is sustained, the applicant may appeal this decision to the official’s immediate supervisor or to the appropriate financial aid committee.

D. **Initiating a Grievance**

1. **Policies and Procedures** -- A student with a grievance will be provided copies of appropriate policies and procedures pertaining to student complaints and
grievances, and the Chief of Student Personnel Administrator or designee and the Office for Equal Opportunity or for Affirmative Action shall be available to assist the student in understanding the opportunities afforded through such policies and procedures. The student may choose to have an advisor participate in any stage of the grievance procedure, subject to the restrictions of the hearing procedures set forth in Section 390.010 F.

a. **Joint Grievance** -- If more than one student is aggrieved by the same action, these students may, by mutual written agreement among themselves, file with the Chief Student Personnel Administrator a grievance and pursue their grievances jointly under this grievance procedure. If the number of students in such a case is so large as to make it impractical for them to be heard individually in a joint proceeding, they may, by mutual agreement, elect one or more of their number to act on behalf of all of them.

b. **Regardless of their nature**, all discrimination grievances are to be filed with the Chief Student Personnel Administrator. A grievance must have been filed by a student within one-hundred-eighty (180) calendar days of the date of the alleged discriminatory act.

2. **Filing a Grievance**

a. All grievances must be presented in writing and contain the following information:

(1) A clear concise statement of the grievance which includes the name of the person(s) against whom the grievance is made, the date(s) of the alleged discrimination and a statement describing the specific supporting evidence;

(2) A brief summary of the prior attempts to resolve the matter which includes the names of persons with whom the matter was discussed and the results of those previous discussions;

(3) A specific statement of the remedial action or relief sought.
b. Within seven (7) working days, the original grievance form with an explanation will be returned to the student if, in the judgment of the Chief Student Personnel Administrator, the statements are vague or do not meet the above requirement. The student may make the necessary corrections, and resubmit the grievance within seven (7) days.

3. Any grievance not filed within the time limits specified in Section 390.010 D.1.b shall be deemed waived by the grievant. The Chief Student Personnel Administrator may extend the time limits only if adequate cause for an extension of the time limits can be shown by the student.

4. For informational purposes, copies of the grievance shall be forwarded to the Appropriate Administrative Officer and the Director of Equal Employment and/or Affirmative Action.

5. Within fifteen (15) working days of receipt of a grievance that satisfies the requirement of Section 390.010 D.1.b, the Appropriate Administrative Officer with the consent of the parties involved may establish an informal hearing with the aggrieved student, the responding faculty/staff/organization, the respondent's supervisor and the Appropriate Administrative Officer's designee. The Appropriate Administrative Officer shall not involve himself/herself in this meeting. If the informal means of resolving the grievance fails, a grievance committee will be impaneled as called for in Section 390.010 E.1.

E. Formation of Grievance Committee

1. It the Appropriate Administrative Officer's responsibility to initiate the selection of the grievance committee within fifteen (15) working days after the request for the formation of a grievance committee or after the completion of the informal hearing provided for in Section 390.010 F.5 without satisfaction to the grievant.

2. A grievance hearing panel shall be established by October 1 of each year from which a grievance committee should be constituted. The panel shall consist of ten (10) faculty, ten (10) staff and ten (10) students. Selection of the panel will be made by the Chief Student Personnel Administrator from recommendations.
by the appropriate faculty, staff and student associations. Selection of membership will consider sex, race, disability, academic rank, student classification and employee classification. Membership on the hearing panel shall be for two years. A member's term shall expire on September 30 of the second year unless he/she is serving at that time on a hearing committee still in the process of reviewing an unresolved grievance. In such case, the member's term shall expire as soon as the committee has submitted a written report of its findings and recommendations to the Appropriate Administrative Officer.

3. A hearing committee shall be composed of five (5) members. The grievant shall select two (2) members from the grievance hearing panel provided by the Chief Student Personnel Administrator. The responding faculty/staff/organization shall select two (2) members from the grievance hearing panel. Both parties should have their selection made within 15 working days of the receipt of the request. The four committee members shall then select an additional member from the grievance hearing panel to serve as chair. Neither members of the immediate departmental unit nor student members of pertinent student organizations involved in the grievance shall be eligible to serve on the committee.

4. Any person selected to a grievance committee will be expected to serve on such committees and to be present at all sessions. If a member is absent from a single session, he/she will be required to review all tapes or transcribed proceedings of that session prior to the next meeting of the committee. Should a member be absent from two sessions or should a member request to be excused from service for reasons of illness, necessary absence from the campus or other hardship, then the member shall be replaced in the same manner used in the original selection (see Section 390.010 E.3). If a member is unable or ineligible to serve for whatever reason, the replacement shall review all tapes or written transcripts and all submitted evidence prior to service on the committee. Five members of the hearing committee, duly selected as in Sections 390.010 E.3 and E.4 must attend the opening and closing session of the hearing.

F. **Hearing Procedures for Formal Grievances**
1. It shall be the responsibility of the Appropriate Administrative Officer to coordinate the procedure contained herein, to make provisions for hearing rooms, to coordinate secretarial and recording services and to otherwise serve the grievance committee as needed.

2. At the first organizational meeting of the grievance committee, the committee shall elect a chairperson from among the members to preside over subsequent meetings. Then the chairperson shall schedule a hearing at the earliest convenient time when all affected parties can be present.

3. A quorum consists of a minimum of four members of the committee except as provided by Section 390.010 E.4.

4. The grievance committee shall invite the grievant and the responding person to all hearings. Attendance at the hearings shall be limited to persons who have an official connection with the case as determined by the chairperson. The grievant and the responding person may choose to be accompanied by an advisor. Others whose participation in the hearing is considered essential in order to assist the committee in establishing the facts of the case shall appear before the committee only long enough to give testimony and to answer questions of committee members.

5. It is within the duties and responsibilities of all members of a grievance committee to commit themselves to observe procedures consistent with fairness to all parties concerned. For example, it is a matter of principle that members of the grievance committee will not discuss a case with anyone outside of the hearing process and that their finding will not be influenced by anything other than the evidence presented to them in meetings in which all affected parties are present.

6. The grievance committee shall set forth the rules of procedure for the hearing within the guidelines set forth herein. The chairperson may, for good cause and with the concurrence of a majority of the entire committee, authorize deviation from the suggested format, in which case the principal parties shall be notified.
a. The grievant shall be heard first in all phases of a grievance hearing and shall be primarily responsible for the presentation of his/her position.

b. The advisor of the grievant or respondent may advise that person and may briefly explain his or her position but shall not be permitted to testify or to cross-examine.

c. A reasonable time limit should be established for opening and closing statements and shall be announced prior to the hearing.

d. Length of hearing sessions may be established in advance; every effort should be made to conduct the hearing as expeditiously as possible, with equal fairness to both parties.

e. The interested parties shall provide the chairperson with the names of the advisor and potential witnesses at least forty-eight (48) hours prior to the hearing. It is the responsibility of the interested party, working with the chairperson, to ensure the presence of these individuals in a timely manner.

f. After initial witnesses for both parties have been heard, such witnesses may be recalled for additional questioning if requested by either party or the grievance committee. The committee may call new witnesses whose testimony it deems relevant or helpful.

g. In order to promote the truthful, unfettered exchange of information and ideas, all testimony pertaining to the grievance hearing shall be held in confidence.

h. Only evidence relevant to the grievance may be introduced. Questions regarding the admissibility of evidence shall be decided by the chairperson.

7. At any point in the proceedings prior to the time at which the committee reaches its final decision, the grievant may withdraw any portion or all of the grievance with the consent of a majority of the committee members and of the respondent. In all cases of withdrawal at the consent of the committee and of the respondent, the grievant shall not have the privilege of reopening the same grievance at any time in the future. In the event that the student refuses to participate further in the committee hearing, the committee may choose to
continue the case or to move to closure with an appropriate closing statement as per Section 390.010 F.9.

8. A confidential tape recording of the grievance hearing shall be made and will be accessible to the parties involved, the committee, the Appropriate Administrative Officer, the Chancellor, the President, members of the Board of Curators and authorized representatives on a need-to-know basis. Either party to the grievance may request that the committee provides a written transcript of testimony. The cost of preparation of such a transcript is to be paid by the party making such request unless Section 390.010 B.4 is applicable. After the report of the grievance committee has been prepared, the tapes and relevant materials will be sealed and filed in the Appropriate Administrative Office. Unless extraordinary circumstances apply, these materials will be destroyed at the end of five years.

9. At the conclusion of the grievance hearing, the members of the grievance committee shall meet in closed session to deliberate upon their findings. A majority vote of the entire committee shall be required on all decisions. The grievance committee shall make a written report on findings and recommendations to the Appropriate Administrative Officer of the University, with copies to the grievant(s) and the responding person(s). The written report will contain:
   a. A statement of the purpose of the hearing,
   b. Issues considered,
   c. A summary of the testimony and other evidence presented,
   d. Findings of fact as developed at the hearing, and
   e. Recommendations for final disposition of the case.

10. The Appropriate Administrative Officer will make his/her decision. This decision and the actions that have been taken shall be presented to both parties in writing. If the administrator officer does not accept the recommendations of the grievance committee, a written statement of the reasons for so ruling must be
given to both parties and to the chairperson of the committee.

11. If requested by the grievant or the responding party, normally within seven (7) calendar days of the notification of the decision, the decision of the Appropriate Administrative Officer may be subject to a review of the records by the Chancellor. Any review and decision by the Chancellor shall be made normally within thirty (30) calendar days. The decision of the Chancellor can be appealed to the President, who shall have thirty (30) calendar days in which to make a decision, which shall be final.

12. Grievances shall receive prompt attention. The hearing and the report of the grievance committee shall normally be completed within sixty (60) calendar days of the formation of the grievance committee, and a final decision shall be made by the Appropriate Administrative Officer normally within ten (10) calendar days thereafter. In any case in which these time schedules should prove to be inadequate, the committee shall present, in writing, an amended time schedule to all parties involved.

**Student Discrimination Grievance Procedure Form**

(Use additional sheets if needed)

1. Your Name
   Check One ................Male: Female

   Student I.D. No. Mailing Address

   City State Zip Code
   Telephone

2. Submitted to (Campus specific title for Chief Student Personnel Administrator) on:
3. The basis for the grievance is alleged discrimination on the basis of:

Race Color Religion Sex Sexual Orientation Gender Identity Gender Expression National Origin Age Disability

4. University official or unit against whom this grievance is filed:

Name Department

5. Explain in a clear and detailed statement the following:
   a. The nature of the grievance and a description of specific supporting evidence:

   b. The specific remedial action or relief sought:

   *For grievances alleging discrimination to admission and/or treatment while enrolled in an educational program, employment on campus, or other matters of consequence relating to campus living or activities.

   c. A summary outlining with whom the point(s) of dissatisfaction were discussed and with what results:

6. Date you consider the "Informal discussion" ended:
I have read and understand the above grievance form and grievance procedure for students. This grievance I am filing to the best of my knowledge, information or belief.

Signature   Date

This form forwarded to (Appropriate Administrative Officer)

on by Month Day Year (Campus-specific title for Chief Student Personnel Administrator)

(Campus Address)

cc: Director of Employee Relations/Affirmative Action

Suggested Format for Hearing

I. Opening remarks accompanied by written submission of parties' outlines of relevant, non-redundant evidence to be offered to committee.
   1. Grievant
   2. Respondent

II. Consideration of any decision on objections to acceptance of items of evidence.

III. Presentation of relevant, non-redundant evidence.
   a. Grievant (with additional questions from Respondent and/or committee)
      1. Witnesses
      2. Non-testimonial evidence
   b. Respondent (with additional questions from Grievant and/or committee)
      1. Witnesses
      2. Non-testimonial evidence
IV. Opportunity for presentation of any rebuttal evidence.
   a. Grievant
   b. Respondent

V. Presentation of additional evidence requested by committee.

VI. Summation of case
   a. Grievant
   b. Respondent
The Governance Committee shall consist of three curators. The Board Chair and the President of the University shall serve as ex officio members of the committee. Ordinarily, not more than two of the three committee members shall be new in any given year. When possible, the immediate past chair of the board shall serve as chair of the committee.

The committee shall have a broad mandate from the board to work with the board chair and the president of the university to help the board function effectively, efficiently and with integrity. Its responsibilities shall minimally include:

a. ensuring that a substantive orientation process is in place for all new board members
b. overseeing, or determining with the board chair and president, the timing and process of periodic board self-assessment;
c. encouraging board members to participate periodically in in-service education opportunities;
d. ensuring that the board adheres to its rules of conduct, including conflict-of-interest and disclosure policies, and that it otherwise maintains the highest levels of integrity in everything it does; and

e. shall periodically review the adequacy of the board's bylaws and other Collected Rules and Regulations adopted by the Board that pertain to its internal operations. All recommendations for bylaws amendment shall first be considered by this committee.

In sum, this committee is responsible for good governance especially those policies and practices affecting the performance of the governing board and its members in service to the University of Missouri and to the public trust.
# Annual Governance Committee Meeting Topics

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<th>Month/Period</th>
<th>Topic</th>
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<tr>
<td>January/February</td>
<td>Review Efficiency &amp; Effectiveness Report</td>
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<tr>
<td>March/April</td>
<td>Missouri S&amp;T Campus Master Plan Update (every 3 years)</td>
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<tr>
<td>June</td>
<td>MU Campus Master Plan Update (every 3 years)</td>
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<td>July</td>
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<tr>
<td>September/October</td>
<td>UMKC Campus Master Plan Update (every 3 years)</td>
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<tr>
<td>November/December</td>
<td>Review Curator Orientation Plan (biennially)</td>
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The University of Missouri-Columbia requests approval of the 2014 Campus Master Plan Update.

In accordance with the University of Missouri Collected Rules and Regulations 70.060, each campus is required to bring updated Campus Master Plans for approval to the Board of Curators every three years, or when significant changes are proposed. The 2014 Campus Master Plan builds upon planning from the past 33 years of annual Master Plans and integrates the 2014-2018 Strategic Operating Plan goals into a unified framework to guide the future growth and development of the campus within the context of the University of Missouri’s Mission.

Mission:
Our distinct mission, as Missouri’s only state-supported member of the Association of American Universities, is to provide all Missourians the benefits of a world-class research university. We are stewards and builders of a priceless state resource, a unique physical infrastructure and scholarly environment in which our tightly interlocked missions of teaching, research, service and economic development work together on behalf of all citizens. Students work side by side with some of the world's best faculty to advance the arts and humanities, the sciences and the professions. Scholarship and teaching are daily driven by a commitment to public service — the obligation to produce and disseminate knowledge that will improve the quality of life in the state, the nation and the world.

The Campus Master Plan document identifies the principles that have guided the master planning process and that support the above mission.

2014 Master Plan:

- Supports MU’s Strategic Operating Plan (MUSOP) by tying the master planning process directly to the “levers/categories of action” identified in the MUSOP

- Maintains flexibility in our planning process to improve the campus: Intercollegiate Athletics; Residential Life; Healthcare System; Infrastructure; Stormwater; Climate Action Plan; Utilities; Traffic & Transit; Research

- Furthers the academic mission by addressing the need to invest in building facilities and infrastructure that support STEMM and MUSOP

- Evaluates Educational and General (E&G) buildings that are supported by tuition and state funding through the Facility Conditions and Needs Index (FCNI) and renovates buildings in order to eliminate high maintenance costs
• Provides a framework for buildings and landscape in which buildings, open space, circulation and infrastructure can be logically placed within the campus context to reinforce current campus land-use patterns and contribute to the formation of a campus that supports and promotes the academic mission and social experience at MU.
Recommended Action - 2014 Campus Master Plan Update, MU

It was recommended by Chancellor Loftin, endorsed by President Wolfe, recommended by the Governance, Resources and Planning Committee, moved by Curator _______________ and seconded by Curator _______________, that the following action be approved:

that the 2014 University of Missouri-Columbia Campus Master Plan Update be approved.

Roll call vote Governance, Resources and Planning Committee YES NO
Curator Bradley
Curator Covington
Curator Goode

The motion _______________.

Roll call vote Full Board: YES NO
Curator Bradley
Curator Covington
Curator Cupps
Curator Downing
Curator Goode
Curator Henrickson
Curator Phillips
Curator Steward

The motion _______________.

June 19-20, 2014
Master Plan History

33 Years of Stewardship Planning
Continuous Improvement

MU Strategic Operating Plan

Master Plan

Intercollegiate Athletics
Residential Life
MU Health System
Stormwater Master Plan

Research Master Plan

Climate Action Plan
Energy Management
Traffic Study
Mass Transit

June 19-20, 2014
Current Master Plan Map
Projects Recently Completed

- Mark Twain Hall East Campus Chiller Plant Phase 1
- Taylor Stadium Renovation and Extension
- Memorial Stadium Press Box Renovation
Projects In Design or Construction

Jesse Hall Facility Improvements

Missouri Orthopaedic Institute Addition
Projects In Planning

Trulaske College of Business Applied Learning Center
Intercollegiate Athletics
Residential Life

Dobbs Group
MU Health System
Total Building Renovation Strategy
Next Steps

• Hire a research planning consultant
• Complete an infill study to determine future building needs on campus
• Further refine the linkages between the MU Strategic Plan and the Master Planning effort
• Be Best-in-Class in strategic master planning efforts!
Questions?
Recommended Action - Adjourn Board of Curators Governance, Resources and Planning Committee Meeting.

It was moved by Curator __________ and seconded by Curator __________, that the Board of Curators Governance, Resources and Planning Committee meeting, June 19-20, 2014, be adjourned.

Roll call vote of the Committee: YES NO

Curator Bradley
Curator Covington
Curator Goode

The motion ____________.
AUDIT COMMITTEE

Pamela Q. Henrickson, Chairwoman
David R. Bradley
Wayne Goode
John R. Phillips
David L. Steward

The Audit Committee will assist the Board of Curators in fulfilling its oversight responsibilities relating to: the integrity of the University's financial statements, the systems of internal control, the performance of the University's independent auditors and internal audit function, the independent auditor's qualifications and independence, and the University's compliance with legal and regulatory requirements.

   a. The Audit Committee shall be the Board Committee on audit.
   b. The Audit Committee shall meet four times per year to consider business related to its audit function. Sufficient opportunity for the internal and independent auditors to meet with the Committee should be provided. At least annually, the Audit Committee, as part of its audit function, shall meet solely with the independent auditor and the internal auditor.
   c. The Audit Committee in its audit role may investigate any matter brought to its attention with full access to all records, facilities, and personnel of the University and the authority to engage other individuals as necessary to carry out its duties.
   d. The responsibilities of the Audit Committee in its audit function include, but are not limited to, a review of the internal audit plan, a review of audits completed, a review of annual audited financial statements, and recommending to the full Board of Curators the appointment of the University's independent and internal auditors.
   e. The Audit Committee may establish processes, procedures, and regulations governing their oversight of the internal and external audit process.
### Annual Audit Committee Meeting Topics

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<th>Topics</th>
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| **January/February** | Review charter to reassess adequacy and reports to the Board on any revisions needed in light of new best practices and new legal, regulatory, accounting or auditing requirements  
                    Review the university’s code of conduct to ensure that it is adequate and up-to-date (Biennially)  
                    Review annual summary of Fiscal Misconduct Reporting Line  
                    Review quarterly internal audit reports  
                    Approve the appointment of the independent auditors and related fees  |
| **March/April** | Review scope of current year independent audit with independent auditors and Vice President for Finance  
                    Review quarterly internal audit reports  
                    Review bi-annual internal audit follow-up reports and dashboard  
                    Review A-133 Audit Report  |
| **June** | Review and approve the appointment of the internal auditors and related fees  
                    Review quarterly internal audit reports  |
| **July** | Review annual audited financial statements (either October or December)  
                    Review the internal audit risk assessment, and the resulting audit plan  
                    Review quarterly internal audit reports  
                    MU Health System - Internal Audit Compliance Committee Annual Report  
                    Review bi-annual internal audit follow-up reports and dashboard  
                    Meet with the independent auditor at the completion of the annual financial audit; with the internal auditor in conjunction with risk assessment review (either at October or December meeting)  |
| **September/October** | Review annual audited financial statements (either October or December)  
                    Review the internal audit risk assessment, and the resulting audit plan  
                    Review quarterly internal audit reports  
                    MU Health System - Internal Audit Compliance Committee Annual Report  
                    Review bi-annual internal audit follow-up reports and dashboard  
                    Meet with the independent auditor at the completion of the annual financial audit; with the internal auditor in conjunction with risk assessment review (either at October or December meeting)  |
| **November/December** | Review annual audited financial statements (either at October or December meeting)  
                    Meet with the independent auditor at the completion of the annual financial audit; with the internal auditor in conjunction with risk assessment review (either at October or December meeting)  |
Listed below are the internal audit reports that were issued since the April 2014 meeting of the Board of Curators. A summary of action items by category and an executive summary of the audits are included for your information.

PricewaterhouseCoopers LLP (PwC) will be presenting a summary overview of the audits and will be available to answer questions. The date indicated on each audit is the date when the audit report was issued. There is a time-lag between when field work is completed and when a report is issued in order to provide appropriate time for audit recommendations and the corresponding management responses to be written. The full audit reports are available upon request from the Office of the Vice President for Finance.

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<td>2. Department of Athletics, UMKC, May 2014</td>
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<tr>
<td>3. Department of Residential Life, MU, May 2014</td>
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<td>4. Scholarships Review, UMSL, May 2014</td>
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<td>5. ePAF Post-Implementation Review, UM System-wide, May 2014</td>
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<td><strong>Total</strong></td>
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</table>

The reports include our findings and assessed level of risk, as well as management’s remediation plan for the findings. Below is the criteria used for the assessment of risk.

**Assessment of Risk:**

**High (H)** – Significant impact to the Institution, campus, or unit. Individually or aggregately material in terms of financial impact, external compliance violation, adverse publicity, significant or pervasive weakness in control environment, significant inefficiencies, etc.

**Medium (M)** – Moderate in terms of impact to the Institution, campus, or unit. Individual instance or an aggregate of low risk items considered moderate terms of financial impact, compliance violation, adverse publicity, weakness in control environment, efficiency, etc.

**Low (L)** – Low in terms of impact to the Institution, campus, or unit. Relatively immaterial in terms of financial impact, no external compliance violation, little adverse publicity, minor inefficiencies, etc.
Background:
An assessment of the benefits review process was added to the Fiscal Year 2013 Internal Audit Plan. The audit focused on benefit review processes that occur for each benefit calculation performed in the UM System’s Benefits Department (the “Department”).

Pension benefits for participants of the University of Missouri Retirement, Disability & Death Benefit Plan (the “Plan”) are administered in-house by the Department. Due to the large number of benefit calculations required for current Plan participants, a backlog of calculations has been building under the current procedures for preparing, reviewing, and commencing benefits.

Scope and Approach:
The scope of work included reviewing the current process for review and approval of benefits payable under the Plan, and identifying process improvements that increase efficiencies and reduce oversight while maintaining appropriate rigor around the accuracy of the calculations.

Key Highlights:
- **Streamline the review process for vested benefit calculations.**
  Vested calculations currently have the potential to be reviewed by the same individual twice. This process could be streamlined by identifying parameters that account for complexity and likelihood of error to categorize calculations that are routinely less complex. These less complex calculations could bypass a secondary review by management. Additionally, management should consider allowing participants to initiate calculations through the online calculator. (M)

- **Identify additional secondary reviewers for retirement benefit calculations.**
  Currently, retirement calculation batches are approved by the Director of Retirement & Analytical Services on a spot check basis and sent to the Associate Vice President for Total Rewards for final approval. Upper management generally does not have capacity to continually review retirement calculations in a timely manner. Individuals should be identified within the Department that could adequately review and approve retirement calculation batches to improve timeliness of approvals. (M)
Background:
The Fiscal Year 2014 Internal Audit Plan included an assessment of the Department of Intercollegiate Athletics (“Department”) at the University of Missouri – Kansas City (“UMKC”).

The UMKC Kangaroos compete at the National Collegiate Athletic Association Division I level and joined the Western Athletic Conference on July 1, 2013. The Department supports 16 athletic programs, a cheerleading squad and a dance team. During Fiscal Year 2013, Department athletic programs supported approximately 240 student-athletes. The Department’s revenue for the fiscal year was $8.5 million.

Scope and Approach:
The scope of work included activity occurring during Fiscal Years 2012 and 2013 and Fiscal Year 2014 through December 31, 2013. Procedures focused on relevant processes and key internal controls to analyze the efficiency and effectiveness of operations and to assess compliance with University and Department policies and procedures. NCAA Compliance was not in scope for this audit.

Key Highlights:
- **Develop a plan to improve the current financial state of the Department.**
  The Department was operating in a significant deficit throughout the entire scope period of the audit (FY12 – FY14, as of December 31, 2013). The Department does not have a formalized action plan to improve their current financial state. By developing a formalized and defined action plan, the Department can implement measures to decrease expenditures or increase revenues to improve their ending balance. [H]

- **Improve compliance with University procurement policies.**
  The Department should increase procurement monitoring procedures and improve compliance with University procurement policies to reduce the risk of unauthorized purchased and realize cost savings. IA identified instances by the same p-card holder that did not include required documentation. Prior to the Internal Audit, Management had identified misuse of the p-card by this cardholder. Management conducted an internal investigation that ultimately led to the cardholder’s termination. [M]

- **Streamline the cash receipts process and ensure compliance with University policy.**
  The Department should improve the cash receipts process by implementing a logging process, establishing appropriate segregation of duties and reducing the days for making deposits. This will facilitate streamlined cash receipt review and reconciliation processes and will better safeguard University funds. [M]

Observations by Risk

<table>
<thead>
<tr>
<th>Observation</th>
<th>H</th>
<th>M</th>
<th>L</th>
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<tbody>
<tr>
<td>Develop a plan to improve the current financial state of the Department</td>
<td>1</td>
<td>2</td>
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<td>Improve compliance with University procurement policies</td>
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<td>Streamline the cash receipts process and ensure compliance with University policy</td>
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Background:
The Fiscal Year 2014 Internal Audit Plan included an assessment of the Department of Residential Life ("Department") at the University of Missouri – Columbia.

Residential Life operates 23 on-campus residence halls. In addition to the on-campus residence halls, Residential Life runs Tiger Diggs, a group of apartments within a non-University owned apartment complex close to the core MU campus, and True Scholar’s House, a facility located adjacent to campus that is designed specifically for upper-level students committed to academic success. Residential Life also oversees on-campus University student apartments. The Department’s revenue for Fiscal Year 2013 totaled approximately $42 million, $39 million of which is room revenue paid by students.

Scope and Approach:
The scope of work included activity occurring during Fiscal Years 2012 and 2013 and Fiscal Year 2014 through December 31, 2013. Procedures focused on relevant processes and key internal controls to analyze the efficiency and effectiveness of operations and to assess compliance with University and Department policies and procedures.

Key Highlights:

- Enhance physical inventory access and tracking controls.
  Security measures to safeguard inventory could be improved. Better restricted access and fewer inventory locations would help prevent unauthorized access and deter employees from using inventory inappropriately. In addition, the Department should enhance current recordkeeping processes related to attic stock to assist the Department in knowing the types and quantity of stock on hand. (M)

- Formally document Departmental inventory policies and procedures.
  Policies and procedures related to Departmental inventory management practices are not formally documented. Documented policies and procedures will provide guidance for Department employees and clearly define expectations related to inventory processes. (M)
Internal Audit Summary Report
UMSL Scholarships Review
Report Date: May 21, 2014

Background:
For the fiscal year 2014, the Internal Audit Plan included an assessment of the Scholarships process within the University of Missouri – St. Louis (“UMSL”) Student Financial Aid (“SFA”) office. The purpose of the audit was to review scholarships processes and controls to assess compliance with established criteria and policies.

Students may receive scholarships based on academic merit, financial need, artistic or athletic talents, or for other criteria set by scholarship donors or departments. UMSL SFA processed over $22.6 million of institutional scholarships, grants and waivers during fiscal year 2013. These figures include awards provided to resident and non-resident undergraduate, graduate, and doctoral students at UMSL.

Scope and Approach:
The scope of work included activity occurring during Fiscal Years 2012, 2013 and 2014 through December 31, 2013. Procedures focused on relevant processes and key internal controls to analyze the efficiency and effectiveness of operations and test for compliance with UMSL and University policies.

Key Highlights:
-
Increase the distribution of available endowed and gift scholarships.
In FY2013, over $1.9 million of endowed and gift scholarships available across all departments on campus were not awarded. While some funds are not distributed due to timing of income or lack of applicants meeting the specific criteria required to award the scholarship, departments should work with SFA and Advancement to make every attempt to award available funds. Unused private scholarship funds increase the financial burden for students and University budgets and can negatively impact development efforts and donor relations. (M)

-
Improve timeliness of scholarship reporting to Student Financial Aid.
Seventy-five percent of awards from academic units for FY2013 were submitted after the preferred deadline of June 1, 2012. Untimely submission of awards creates inefficiencies in SFA as they may have to manually adjust previously calculated financial aid and requires additional effort that could be used to make additional awards. (M)
 disproving communication between the parties that administer scholarships. SFA, University Advancement and colleges/schools could enhance current communication channels for ownership of award decisions, criteria for competitive scholarships and communication of new awards. Lack of communication inhibits the ability to award available funds as the criteria of the award and ownership may not be clearly delineated. Additionally, poor communication reduces the efficiency and the effectiveness of the award process as awarding errors may require repackaging of awards. (M)

Ensure appropriate segregation of duties when implementing Academic Works. SFA is in the process of implementing new software, Academic Works, to administer the application, selection and awarding of scholarships for the upcoming award year. The software should streamline the scholarship process and improve overall effectiveness for SFA and other parties. Currently, SFA does not have a documented process to perform a review or reconciliation of awards accepted by the students to establish effective segregation of duties and limit the risk of the misappropriation of awards. (M)
Background:
The fiscal year 2014 Internal Audit Plan included a review of the University of Missouri System’s (“UM System”) Electronic Personnel Action Forms (“ePAF”) implementation project. The purpose of the audit was to perform a post-implementation review of the ePAF PeopleSoft module and related processes.

The ePAF project was initiated in August of 2012 as part of the University’s Operational Excellence Initiative. The new ePAF system went live on July 15, 2013 and Human Resources staff throughout the UM System began using ePAF’s to process new hires and route human resource approval actions electronically. The ePAF module replaces time-intensive, paper-based processes subject to errors, inefficiencies and delays in granting access to the UM network and systems. Human Resources personnel began utilizing the job change/status change forms on December 31, 2013. As of February 28, 2014, Human Resources staff had successfully processed approximately 50,000 electronic actions.

Scope and Approach:
The scope of work included a post-implementation review of new hire and job change/status change activity at UM System, MU, UMKC, S&T, UMSL and MUHC in the new ePAF module from July 15, 2013 through February 28, 2014. Procedures focused on relevant processes and key internal controls relating to the recently implemented module to analyze the efficiency and effectiveness of operations and compliance with University policy.

Key Highlights:

- **Document procedures related to the ePAF module.**
  Procedures related to the ePAF module are not formally documented. UM System and each campus should develop formal, documented procedures for the ePAF module. Improving the documentation of ePAF procedures will help enable a more efficient and effective process as personnel involved will have a single reference point when issues arise. (M)

- **Enforce segregation of duties within the ePAF module.**
  Segregation of duties should be enforced within the ePAF module. Instances of inappropriate segregation of duties, in which the same employee initiated and approved a single ePAF, were noted. Involving a second individual in the ePAF process verifies appropriate segregation of duties is in place and mitigates the risk of inappropriate activity or errors when processing personnel actions. (M)
Ensure ePAF’s are fully executed in a timely manner.
Despite considerable improvements in processing time, ePAF’s are not always fully executed prior to the related Human Resources effective date. Instances of untimely processing for ‘Hire’ and ‘Term’ forms were noted during detail testing. This increases the risk of new hires not having access or receiving pay on time or for terminated employees to continue to have inappropriate access or receive unauthorized pay. Ensuring timely execution of ePAF’s will result in a more efficient process that further reduces the risk of employees not being paid timely. Additionally, timely execution mitigates the risk of individuals no longer employed by the University having inappropriate access to University information. 

Enhance current utilization of ePAF module reporting capabilities.
Currently, UM System Information Systems provides monthly ePAF statistics to the campus Human Resources offices. The System could improve the current utilization of ePAF module reporting capabilities by creating custom reports for a specific campus, college, school or department. For example, reports detailing the time spent at each state of approval or reports showing outstanding ePAF’s could be provided to facilitate monitoring and oversight of the ePAF process.
Listed below are the internal audit reports that were issued since the April 2014 meeting of the Board of Curators. A summary of action items by category and an executive summary of the audits are included for your information.

PricewaterhouseCoopers LLP (PwC) will be presenting a summary overview of the audits and will be available to answer questions. The date indicated on each audit is the date when the audit report was issued. There is a time-lag between when field work is completed and when a report is issued in order to provide appropriate time for audit recommendations and the corresponding management responses to be written. The full audit reports are available upon request from the Office of the Vice President for Finance.

<table>
<thead>
<tr>
<th>Observations by Risk</th>
<th>High</th>
<th>Medium</th>
<th>Low</th>
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<tbody>
<tr>
<td>3. Department of Athletics, UMKC, May 2014</td>
<td>1</td>
<td>2</td>
<td>-</td>
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<tr>
<td>4. Department of Residential Life, MU, May 2014</td>
<td>-</td>
<td>2</td>
<td>2</td>
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<tr>
<td>5. Scholarships Review, UMSL, May 2014</td>
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<td>4</td>
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<tr>
<td>6. ePAF Post-Implementation Review, UM System-wide, May 2014</td>
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The reports include our findings and assessed level of risk, as well as management's remediation plan for the findings. Below is the criteria used for the assessment of risk.

**Assessment of Risk:**

**High (H)** – Significant impact to the Institution, campus, or unit. Individually or aggregately material in terms of financial impact, external compliance violation, adverse publicity, significant or pervasive weakness in control environment, significant inefficiencies, etc.

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Scope and Approach:
The scope of work included reviewing the current process for review and approval of benefits payable under the Plan, and identifying process improvements that increase efficiencies and reduce oversight while maintaining appropriate rigor around the accuracy of the calculations.

Key Highlights:
Ø Streamline the review process for vested benefit calculations.
   Vested calculations currently have the potential to be reviewed by the same individual twice. This process could be streamlined by identifying parameters that account for complexity and likelihood of error to categorize calculations that are routinely less complex. These less complex calculations could bypass a secondary review by management. Additionally, management should consider allowing participants to initiate calculations through the online calculator. (M)

Ø Identify additional secondary reviewers for retirement benefit calculations.
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Scope and Approach:
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Key Highlights:
ý **Enhance physical inventory access and tracking controls.**
   Security measures to safeguard inventory could be improved. Better restricted access and fewer inventory locations would help prevent unauthorized access and deter employees from using inventory inappropriately. In addition, the Department should enhance current recordkeeping processes related to attic stock to assist the Department in knowing the types and quantity of stock on hand. (M)

ý **Formally document Departmental inventory policies and procedures.**
   Policies and procedures related to Departmental inventory management practices are not formally documented. Documented policies and procedures will provide guidance for Department employees and clearly define expectations related to inventory processes. (M)
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Students may receive scholarships based on academic merit, financial need, artistic or athletic talents, or for other criteria set by scholarship donors or departments. UMSL SFA processed over $22.6 million of institutional scholarships, grants and waivers during fiscal year 2013. These figures include awards provided to resident and non-resident undergraduate, graduate, and doctoral students at UMSL.

Scope and Approach:
The scope of work included activity occurring during Fiscal Years 2012, 2013 and 2014 through December 31, 2013. Procedures focused on relevant processes and key internal controls to analyze the efficiency and effectiveness of operations and test for compliance with UMSL and University policies.

Key Highlights:
- Increase the distribution of available endowed and gift scholarships.
  In FY2013, over $1.9 million of endowed and gift scholarships available across all departments on campus were not awarded. While some funds are not distributed due to timing of income or lack of applicants meeting the specific criteria required to award the scholarship, departments should work with SFA and Advancement to make every attempt to award available funds. Unused private scholarship funds increase the financial burden for students and University budgets and can negatively impact development efforts and donor relations. (M)

- Improve timeliness of scholarship reporting to Student Financial Aid.
  Seventy-five percent of awards from academic units for FY2013 were submitted after the preferred deadline of June 1, 2012. Untimely submission of awards creates inefficiencies in SFA as they may have to manually adjust previously calculated financial aid and requires additional effort that could be used to make additional awards. (M)
ý Improve communication between the parties that administer scholarships. SFA, University Advancement and colleges/schools could enhance current communication channels for ownership of award decisions, criteria for competitive scholarships and communication of new awards. Lack of communication inhibits the ability to award available funds as the criteria of the award and ownership may not be clearly delineated. Additionally, poor communication reduces the efficiency and the effectiveness of the award process as awarding errors may require repackaging of awards. (M)

ý Ensure appropriate segregation of duties when implementing Academic Works. SFA is in the process of implementing new software, Academic Works, to administer the application, selection and awarding of scholarships for the upcoming award year. The software should streamline the scholarship process and improve overall effectiveness for SFA and other parties. Currently, SFA does not have a documented process to perform a review or reconciliation of awards accepted by the students to establish effective segregation of duties and limit the risk of the misappropriation of awards. (M)
Background:
The fiscal year 2014 Internal Audit Plan included a review of the University of Missouri System’s (“UM System”) Electronic Personnel Action Forms (“ePAF”) implementation project. The purpose of the audit was to perform a post-implementation review of the ePAF PeopleSoft module and related processes.

The ePAF project was initiated in August of 2012 as part of the University’s Operational Excellence Initiative. The new ePAF system went live on July 15, 2013 and Human Resources staff throughout the UM System began using ePAF’s to process new hires and route human resource approval actions electronically. The ePAF module replaces time-intensive, paper-based processes subject to errors, inefficiencies and delays in granting access to the UM network and systems. Human Resources personnel began utilizing the job change/status change forms on December 31, 2013. As of February 28, 2014, Human Resources staff had successfully processed approximately 50,000 electronic actions.

Scope and Approach:
The scope of work included a post-implementation review of new hire and job change/status change activity at UM System, MU, UMKC, S&T, UMSL and MUHC in the new ePAF module from July 15, 2013 through February 28, 2014. Procedures focused on relevant processes and key internal controls relating to the recently implemented module to analyze the efficiency and effectiveness of operations and compliance with University policy.

Key Highlights:

- **Document procedures related to the ePAF module.**
  Procedures related to the ePAF module are not formally documented. UM System and each campus should develop formal, documented procedures for the ePAF module. Improving the documentation of ePAF procedures will help enable a more efficient and effective process as personnel involved will have a single reference point when issues arise. (M)

- **Enforce segregation of duties within the ePAF module.**
  Segregation of duties should be enforced within the ePAF module. Instances of inappropriate segregation of duties, in which the same employee initiated and approved a single ePAF, were noted. Involving a second individual in the ePAF process verifies appropriate segregation of duties is in place and mitigates the risk of inappropriate activity or errors when processing personnel actions. (M)
Ensure ePAF’s are fully executed in a timely manner.

Despite considerable improvements in processing time, ePAF’s are not always fully executed prior to the related Human Resources effective date. Instances of untimely processing for ‘Hire’ and ‘Term’ forms were noted during detail testing. This increases the risk of new hires not having access or receiving pay on time or for terminated employees to continue to have inappropriate access or receive unauthorized pay. Ensuring timely execution of ePAF’s will result in a more efficient process that further reduces the risk of employees not being paid timely. Additionally, timely execution mitigates the risk of individuals no longer employed by the University having inappropriate access to University information. (M)

Enhance current utilization of ePAF module reporting capabilities.

Currently, UM System Information Systems provides monthly ePAF statistics to the campus Human Resources offices. The System could improve the current utilization of ePAF module reporting capabilities by creating custom reports for a specific campus, college, school or department. For example, reports detailing the time spent at each state of approval or reports showing outstanding ePAF’s could be provided to facilitate monitoring and oversight of the ePAF process. (M)
Summary of Internal Audit Activity
Since our April 2014 Report to the Audit Committee

- Completed six internal audits
- Drafted three reports
- Planning/performing fieldwork for six internal audits
Internal Audit Projects Completed
Since our April 2014 Report to the Audit Committee

- Benefits Review Process, UM System
- Department of Athletics, UMKC
- Department of Residential Life, MU
- Scholarships Review, UMSL
- ePAF Post-Implementation Review, UM System-wide
- Fiscal Management Review, UM System-wide (presented to Finance Committee)

Note – One page summaries and the full reports have been provided in advance to the Committee.
Benefits Review Process, UM System

- **Background and Scope**
  - Pension benefits for participants of the University of Missouri Retirement, Disability & Death Benefit Plan are administered in-house by the Benefits Department.
  - Reviewed the current process for review and approval of benefits payable under the Plan, and identifying process improvements.

- **Key Highlights**
  - Streamline the review process for vested pension benefit calculations.
  - Identify alternative secondary reviewers for retirement benefit calculations.
Department of Athletics, UMKC

- **Background and Scope**
  - The UMKC Kangaroos compete at the NCAA Division I level and joined the Western Athletic Conference on July 1, 2013.
  - The Department supports 16 athletic programs, a cheerleading squad and a dance team.
  - The scope of work included activity occurring during FY2012, FY2013 and FY2014 through December 31, 2013.

- **Key Highlights**
  - Develop an action plan to improve the financial state of the Department.
  - Increase procurement monitoring procedures and improve compliance with University policies.
  - Streamline the cash receipts process.
Department of Residential Life, MU

Background and Scope

- Residential Life operates 23 on-campus residence halls, on-campus student apartments and two housing facilities located near campus.
- The Department’s revenue for Fiscal Year 2013 totaled approximately $42 million, with $39 million from student room revenue.
- The scope of work included activity occurring during FY2012, FY13 and FY2014 through December 31, 2013.

Key Highlights

- Enhance physical inventory access and tracking controls and consider reducing the number of inventory locations.
- Formally document Departmental inventory management policies and procedures.
Scholarships Review, UMSL

- **Background and Scope**
  - UMSL Student Financial Aid office processed over $22.6 million of institutional scholarships, grants and waivers during fiscal year 2013.
  - Students may receive scholarships based on academic merit, financial need, artistic or athletic talents, or for other criteria set by scholarship donors or departments.
  - The scope of work included activity occurring during FY2012, FY2013 and FY2014 through December 31, 2013.

- **Key Highlights**
  - Increase the distribution of available funds for endowed and gift scholarships.
  - Improve timeliness of scholarship reporting to Student Financial Aid.
  - Improve communication between the parties that administer scholarships.
  - Ensure appropriate segregation of duties when implementing Academic Works, scholarships management software.
ePAF Post-Implementation Review, UM System-wide

Background and Scope

- On July 15, 2013 the new ePAF system went live allowing for electronic processing of HR personnel changes.
- The ePAF module replaces time-intensive, paper-based processes subject to errors, inefficiencies and delays in granting access to the UM network and systems.
- The scope of work included a post-implementation review of new hire and job change/status change activity in the new ePAF module from July 15, 2013 through February 28, 2014.

Key Highlights

- Document procedures related to the ePAF module.
- Enforce segregation of duties within the ePAF module.
- Ensure ePAF’s are fully executed in a timely manner.
- Enhance current utilization of ePAF module reporting capabilities.
Questions?
The Interim Vice President for Finance recommends PricewaterhouseCoopers LLP (PwC) be employed to provide internal audit services to the University of Missouri for the period November 1, 2014 through October 31, 2015 for an annual base fee of $1,220,000 plus out-of-pocket expenses based on actual amounts incurred, not to exceed 15% of fees unless approved by the University. In November 2013, the scope of University of Missouri Health System audits was expanded leading to an increase in the base internal audit fee. This proposed fee represents no increase (0%) relative to the current base fee rate. This is the fifth year of a five-year agreement for audit years 2011 through 2015, which begins on November 1st of each year.

PwC will report to the Board Audit Committee and the President, and will conduct internal audit projects under the direction of the Interim Vice President for Finance.

PwC’s scope of services will include the following:
- Planning and execution of financial, operational, information systems, and compliance audits based on results of their 2014 University of Missouri System Risk Assessment and subsequent updates from the University Internal Audit Steering Committee. Incorporated in the audit plan are additional services related to data analysis and one high level department review, and in addition, they plan to include information related to internal audit benchmarking and periodic meetings to share leading practices throughout the year.
- Bimonthly meetings with the President to report progress of plan and observations noted.
- Attendance at and periodic reporting to the University’s internal audit steering committee, senior management, and the Board of Curators’ Audit committee.
- Performance of special audits not included in the approved audit plan with approval of the Interim Vice President for Finance.
Recommended Action – Approval of 2015 Internal Audit Engagement, UM

It was recommended by Interim Vice President Richards, endorsed by President Wolfe, recommended by the Audit Committee, moved by Curator __________, seconded by Curator __________, and __________, that the following action be approved:

That the Interim Vice President for Finance be authorized to employ the firm of PricewaterhouseCoopers LLP to provide Internal Audit services to the University of Missouri for a one-year term from November 1, 2014 through October 31, 2015, for a base fee of $1,220,000, plus expenses not to exceed 15% of fees annually unless approved by the University.

Roll call vote of the Audit Committee: YES NO

Curator Bradley
Curator Goode
Curator Henrickson
Curator Phillips
Curator Steward

The motion _______________.

Roll call vote of the Board of Curators: YES NO

Curator Bradley
Curator Covington
Curator Cupps
Curator Downing
Curator Goode
Curator Henrickson
Curator Phillips
Curator Steward

The motion ____________.
No. 2

Recommended Action - Adjourn Board of Curators Audit Committee Meeting.

It was moved by Curator __________ and seconded by Curator __________, that
the Board of Curators Audit Committee meeting, June 19-20, 2014, be adjourned.

Roll call vote of the Committee:  YES  NO

Curator Bradley
Curator Goode
Curator Henrickson
Curator Phillips
Curator Steward

The motion ____________.

June 19-20, 2014
The Finance Committee may have referred to it matters relating to the fiscal and accounting functions of the University and associated programs and policies.

1. The Vice President for Finance and Administration of the University or some other person or persons designated by the President of the University shall be an ex officio member of this Committee. The Vice President for Finance and Administration shall be responsible for the agenda and for transmitting Committee recommendations.

2. The Finance Committee shall be the Board Committee on investments.

3. The Finance Committee shall be the Board Committee on physical facilities and management services. The Finance Committee may have referred to it matters relating to the planning, building, maintenance and operation of the physical facilities of the University, and the purchasing of equipment and supplies utilized by the University.
## Annual Finance Committee Meeting Topics

<table>
<thead>
<tr>
<th>Month</th>
<th>Topics</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>January/February</strong></td>
<td>Review Tuition and Other Related Enrollment Fees  &lt;br&gt;Review Strategic Financial Planning Assumptions and Five Year Budget Projections (either in December or January)  &lt;br&gt;Review and approve Student Activity, Facility, and Health Service Fees  &lt;br&gt;Review and approve Residence Hall and Family Student Housing Rates</td>
</tr>
<tr>
<td><strong>March/April</strong></td>
<td>Review Operating Budget Planning Information  &lt;br&gt;Approve Tuition and Other Related Enrollment Fees  &lt;br&gt;Review A-133 Audit Report  &lt;br&gt;Review Debt Capacity</td>
</tr>
<tr>
<td><strong>June</strong></td>
<td>Review Operating Appropriations Request  &lt;br&gt;Review Capital Appropriations Request and Capital Plans  &lt;br&gt;Approve Operating Budget</td>
</tr>
<tr>
<td><strong>July</strong></td>
<td>Approve Appropriations Request for Operations  &lt;br&gt;Approve State Capital Appropriations Request</td>
</tr>
<tr>
<td><strong>September/October</strong></td>
<td>Review Financial Status Report  &lt;br&gt;Review of Endowment &amp; Retirement Fund Performance</td>
</tr>
<tr>
<td><strong>November/December</strong></td>
<td>Review Preliminary Tuition and Other Related Enrollment Fees (either in December or January)  &lt;br&gt;Review Strategic Financial Planning Assumptions and Five Year Budget Projections (either in December or January)</td>
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</tbody>
</table>
The UM System finance team, in conjunction with campus leadership, has been working collaboratively to strengthen the finance function systemwide. One of the first steps was to initiate a systemwide Fiscal Management Review, conducted by PricewaterhouseCoopers LLP (PwC), with a view to identify opportunities for process improvements and and/or changes to policies/procedures within the University’s finance function.

As part of the review, PwC conducted a survey of over 800 university employees systemwide identified as having some level of fiscal responsibilities. In addition, PwC interviewed a number of employees in senior fiscal management positions across the system. The results of their interviews and the survey were consistent with common themes which have emerged in recent audits, including, but not limited to, monitoring, training, and awareness of policies.

In conjunction with and as a result of PwC’s work, the UM System and campus finance teams have already begun to take steps to address the opportunities for improvement identified by PwC.

The PwC Fiscal Management Review summary is attached. The full report is available upon request from the Office of the Vice President for Finance. Specific action plans that are underway across the System will be presented in detail at the June 2014 Board of Curators meeting by the Interim Vice President for Finance.
UM Systemwide Fiscal Management Review  
Report Date: May 22, 2014

**Background:**
The purpose of the PwC review was to identify opportunities and provide recommendations for process improvements and/or changes to policies/procedures within the University’s finance function.

Fiscal management plays an integral role in an organization. It involves setting objectives and identifying resources to achieve them, analyzing data to assist financial decisions, and tracking variance between actual and budgeted results, among various other tasks.

**Scope and Approach:**
The scope of the review included an assessment of the University’s finance function with a focus on the structure and reporting relationship of individuals with fiscal responsibilities at UM System, MU, UMKC, S&T and UMSL.

The objectives of this review were accomplished via inquiry of management and fiscal staff and performance of select testing procedures, including the following:

- Understanding and analyzing the different reporting structures employed by each campus related to Fiscal Management.
- Understanding and analyzing the varying fiscal responsibilities of fiscal staff in departments at each of the four campuses and UM System. Additionally, understand the nature of activities performed by fiscal personnel that are not related to fiscal matters.
- Utilizing a survey to collect and analyze fiscal staff demographic and job responsibility data.
- Assessing awareness, understanding and execution of University policies.
- Understanding and analyzing the processes and internal controls performed by fiscal staff related to monitoring of financial activity. Specifically, understanding processes for creating and monitoring the annual budget.
- Understanding and analyzing processes and internal controls utilized by fiscal staff within procurement and expenditures, payroll, revenue and cash receipts.

**Key Highlights:**
Significant opportunities for System-wide improvements to the internal control structure of the University’s finance function were identified based on leading practices as well as feedback from interview and survey participants. The findings are individually important components of an effective finance function, yet all must be working well in conjunction with one another. As such, management should consider the implications of these opportunities and define near term and longer term actions to make marked improvements in how fiscal operations are managed. University management, led by the Interim Vice-President for Finance and Treasurer, will address these recommendations and present their action plan to the Board of Curators.

- **Evaluate and better define the University finance function and related roles.**
The reporting structure within the University finance function is not well-documented and the full population of fiscal staff is not easily determined. A more defined reporting structure will result in a more efficient and effective finance function at all levels throughout the University.
Establishing a defined reporting relationship between division fiscal staff and the campus finance function could result in a stronger aligned campus finance function which in turn could promote increased collaboration and improved fiscal operations.

- **Enhance fiscal staff training.**
  Current fiscal staff training efforts need improvement. Forty-six percent of fiscal staff indicated increased training would help them be more successful in their role. Developing a more robust training program for fiscal roles will better equip fiscal staff with the necessary tools to perform their job in a more effective and efficient manner.

- **Improve fiscal accountability and monitoring practices throughout the University.**
  Current fiscal monitoring processes are inconsistent across UM System. This can lead to unnecessary or over spending which can lead to deficits. Increased guidance and involvement by the UM System Controller’s Office, UM System Budget Office, and/or campus accounting and budget offices will facilitate improved monitoring processes and a fiscal environment with increased accountability and focus on managing spend within budgets or planned amounts.

- **Improve employees’ understanding of the Ethics and Compliance Hotline.**
  Fiscal personnel awareness and understanding of the Ethics and Compliance Hotline needs improvement. System-wide, 31% of employees with fiscal responsibilities indicated they were not aware of the Ethics and Compliance Hotline. Further, 122 fiscal personnel indicated they do not feel comfortable using the hotline due to fear of repercussion. Management should better communicate the existence and purpose of the Ethics and Compliance Hotline.

- **Improve the organization of University policy and procedures.**
  University policies and procedures could be better organized. Policies and procedures are important at the University as they prescribe the controls and processes which are intended to establish an internal control framework which has been designed to manage financial risks. Improving organization will provide fiscal personnel easier access to policies and procedures that provide necessary guidance on how to perform their job most effectively.

- **Evaluate implementing fiscal shared service centers.**
  The current University fiscal structure is decentralized and fiscal personnel spend a varying amount of time on fiscal responsibilities. Sixty-seven percent of fiscal staff spend 60% or less of their time each week on fiscal responsibilities. Management should evaluate implementing fiscal shared service centers (SSC’s) on the campuses. The implementation of SSC’s could result in an environment that could more efficiently and effectively serve the customer.
University of Missouri System

Board of Curators

June 19-20, 2014

Finance Committee

Fiscal Management Review
Fiscal Management Review

The UM System finance team, in conjunction with campus leadership, has been working collaboratively with PwC to identify opportunities to strengthen the Finance function systemwide.
Finance Function Roles

Strategic

Business Partner

Long Range Planning
Financial Analysis
Strategic Decision Support

Proactive

Enhance Business Processes

Training Programs
Shared Services
Business Process Redesign
Policy Redesign

Ongoing

Transaction Processing/
Regulatory Compliance/
Systems Support

Daily issues resolution
Processing transactions
Reports/data extraction
End-User Requests

Enhance Business Processes

Transaction Processing/
Regulatory Compliance/
Systems Support

Daily issues resolution
Processing transactions
Reports/data extraction
End-User Requests

Strategic

Business Partner

Long Range Planning
Financial Analysis
Strategic Decision Support

Proactive

Enhance Business Processes

Training Programs
Shared Services
Business Process Redesign
Policy Redesign

Ongoing

Transaction Processing/
Regulatory Compliance/
Systems Support

Daily issues resolution
Processing transactions
Reports/data extraction
End-User Requests
Desired Organizational Transition

Current State

Desired Future State

- Strategic – Business Partner
- Proactive – Enhance Business Processes
- Ongoing – Transactional/Support
Fiscal Management Review, UM System-wide

Background and Scope

• The purpose of the PwC review was to identify opportunities and provide recommendations for process improvements and/or changes to policies/procedures within the University’s finance function.

• Assessment of the University’s finance function with a focus on the structure and reporting relationship of individuals with fiscal responsibilities at UM System, MU, UMKC, S&T and UMSL.

• In the past 3 years, Internal Audit has made a number of audit recommendations relating to inconsistent application or awareness on fiscal policy matters.

• System-wide survey of over 800 individuals with fiscal responsibilities, interviews with finance leadership and comparisons to leading practices.

• Significant opportunities exist to improve the internal control structure and policies of the University’s finance function.
Define the Structure

Decentralized Environment

Improved Coordination
Define the Structure

Board/President

CFO

Accounting

Budget

Campus

End-Users

PeopleSoft

Hyperion
Define the Structure

Evaluate and Better Define the University Finance Function and Related Roles

Current Actions
• Mapping existing roles, responsibilities and accountabilities for every employee with finance function involvement

Next Steps
• Review job descriptions, titles and minimum qualifications for positions with similar responsibilities across the system
• Establish standards for hiring within the function for key roles
• Evaluate reporting relationships within the campuses
Training

Enhance Fiscal Staff Training

Current Actions
• Enhanced training technology and associated delivery methods are being evaluated

Next Steps
• Develop training, including potential certification programs, that is tailored to meet the needs of employees serving in different roles within the finance function
Systematic Monitoring and Analysis

Improve Fiscal Accountability and Monitoring Practices Throughout the University

Current Actions
• Developing strategic finance reporting tools and financial analysis team that can serve the needs of the entire organization

Next Steps
• Implement enhanced, systematic monitoring of financial activity, proactively identifying trends and issues
• Redeploy finance staff where possible to focus on financial analysis and business support
Ethics and Compliance Hotline

Increase Employees’ Understanding of the Ethics and Compliance Hotline

Current Actions

• Developing a plan to improve communication of Ethics and Compliance Hotline with employees including:
  o Integrating into current training programs
  o Changes to hotline marketing efforts
Policies and Procedures

Improve the Organization of University Policies and Procedures

Current Actions
• Improving the structure and accessibility of fiscal policies and procedures including:
  o Enhancing Google search capabilities
  o Providing a central location for all fiscal policies that is easy to access

Next Steps
• Review and improve current policies
Shared Services

Evaluate Implementing Fiscal Shared Service Centers

**Current Actions**

- AP Shared Services has been implemented to support all 4 campuses
- The Finance Support Center is now available to answer, track and help resolve issues/questions for all 4 campuses
- Each campus has, or is in the process of, developing regional shared service finance offices
- A cross-functional and cross-campus Finance Operations Team is being implemented and will be operationalized this month to improve the decision making process on operations matters within the function

**Next Steps**

- Continue to explore opportunities to leverage scale and gain efficiencies within the finance function through system-wide, campus and/or departmental focused efforts
Questions?
The University’s FY2016 State Appropriations Request for Operations is being presented to the Board by management as an information item at the June meeting and for approval at the July meeting. The core numbers used at this time are based on the appropriation bill as passed by legislature that is pending signature by the Governor. The request may need revision for the July board meeting as a result of actions taken by the Governor and resulting changes in priority, focus, and updates of estimated amounts.

The University’s FY2016 appropriation request for operations has four components: 1) Funding for Core Operations, 2) New Funding Requests, 3) University of Missouri Health Care and Other Curator Programs Requests, and 4) Requests in Accordance with Legislative Requirements.

Table 1 on the next page summarizes the request followed by narrative descriptions of each area.
Table 1: FY2016 Operating Appropriation Request Summary

I. Funding for Core Operations

1. FY15 Operating Appropriation Base (Core with Performance Funding) $430.1
2. UMKC/MSU Doctor of Pharmacy Program (Core) 2.0
3. MoFAST (Mo Fed & State Technical Prgm)(Core) 0.3
4. MU Medical School Expansion (Core) 10.0
5. UMKC Neighborhood Initiative (Core) 0.5
6. UMSL International Collaboration (Core) 0.3

Total Funding for Core Operations $443.2

II. New Funding Requests

1. Performance Funding for Core Operating Support $12.9
2. STEM Funding 12.9
3. STEM Renovation & Rehabilitation 12.0
4. Leveraging the State's Investment - Missouri College Advising Corps 3.0

Total New Funding Requests $40.8
Total Core and New Funding Requests $484.0

III. University Health Care and Other Curator Programs

1. FY15 Core for Missouri Rehabilitation Center (MRC) $10.3
2. Core and Inflationary increases for Missouri Kidney Program, Missouri Telehealth, and State Historical Society 6.2
3. Missouri Kidney Program - Restoration of Core 1.4
4. State Historical Society Increase 0.3

Total Recurring Requests $18.2

IV. One-time Legislative Requirements

1. Missouri Returning Heroes $2.9
2. Seminary Fund 4.3
3. Spinal Cord Injury Research 1.5
4. Alzheimer's Research 0.6

Total One-Time Requests $9.3
Total Recurring and One-Time Requests $511.5

Dollars in Millions

I. Funding for Core Operations: State Request - $443.2 million

The University’s first priority for the FY2016 appropriation request is to maintain its base level of support and to protect the purchasing power of that support. This, along with the University’s continuous commitment to containing costs and strategic reallocation, is necessary to ensure we can carry out our mission of teaching, research, public service, and economic development.

1. FY2015 Operating Appropriations Base: Core $430.1 million

The University’s first priority in the FY2016 request for operations is the funding of its FY2015 core state appropriation. This funding is required to execute our mission. Operating state appropriations are in the University’s Operations Fund. The University’s Operations Fund Budget is $1.2 billion out of a total $3.1 billion all funds budget. The Operations Fund supports core teaching and service missions of the University as well as administrative operations for research and economic development. The gross FY2015 appropriation of $430.1 million, comprised of the $409.1
million core plus new FY2015 performance funding of $21.0 million, contributes 38% of the operating fund budget.

2. **UMKC/MSU Pharmacy Funding: Core $2.0 million**
   This funding is for the satellite Doctor of Pharmacy Program at Missouri State University. UMKC first received this appropriation in FY2012. After supporting infrastructure needs, the sustaining appropriation will support personnel and distance education costs for the program and is mandatory for the program to move forward. After accreditation, the first class will enroll in Fall 2014.

3. **Missouri Federal & State Technology Partnership Program (MOFAST): Core $340,000**
   This item is for the partnership between University of Missouri and State of Missouri Department of Economic Development and funds counselors located in Columbia, St. Louis, Kansas City, and Rolla/Springfield who provide counseling to startup businesses and small Missouri technology businesses in order to bring government research and development awards to Missouri small businesses. The University first received this appropriation in FY2013. Every state dollar is matched with $2 of federal and local match. This program will foster technology entrepreneurship to grow Missouri industries of tomorrow.

4. **MU Medical School Partnerships (CoxHealth and Mercy): Core $10.0 million**
   In response to the shortage of physicians in Missouri, the University of Missouri School of Medicine in Columbia and CoxHealth and Mercy health systems in Springfield will increase medical school enrollment at MU by creating a clinical campus in Springfield, Missouri. Funding to begin this partnership began in FY2014. The appropriation of $10.0 million must continue to be approved on a recurring basis.

5. **UMKC Neighborhood Initiative: Core $0.5 million**
   The UMKC Center for Neighborhoods will meet the critical needs of neighborhoods through technical assistance, capacity building, neighborhood planning and design services, legal aid and organizational assistance. The Center will provide a one-stop location where leaders can access the available resources and capacities of UMKC – including faculty, staff and students. Data about neighborhoods as well as training, workshops, and other opportunities with faculty and students will be available. In addition, faculty will benefit from these partnerships with opportunities for research and engaged teaching.

6. **UMSL International Collaboration: Core $0.3 million**
   This funding promotes economic opportunities and job growth through international collaboration and attraction of new businesses to Missouri.
The initiative will connect economies of St. Louis and Israel with a robust pipeline that engages and links experienced professionals to identify Israeli companies who are likely to be attracted by St. Louis’ convergence of corporate, university, and entrepreneurial strengths. Specific business strategies will partner prospective Israeli companies with St. Louis and Missouri resources that might lead to recruitment of a presence in St. Louis.

II. New Requests for Funding: State Request - $40.8 million
In addition to core funding requirements, the University’s appropriations request for operations focuses on new investments which will better position the University to contribute to the future economy of Missouri and the welfare of its citizens. These investments support the University’s strategic goal of maintaining its position as one of the top public research universities in the country. These new initiatives would increase research capacity and the number of college graduates qualified to meet workforce needs in science, technology, engineering and mathematics (STEM), support maintenance and repair of STEM buildings, and provide matching funds to attract and retain top faculty as well as enhance student access and affordability.

1. Performance Funding for Core Operating Support: State Request - $12.9 million
The Performance Funding initiative was developed by the CBHE Performance Funding Task Force (2012) as a way to advocate for increased appropriations to base funding for higher education institutions. Recent legislation (Senate Bill 492) has formalized the performance funding process and the University is waiting for additional direction on the resource model. The University is requesting an increase in core operating appropriations of $12.9 million as a placeholder for performance funding. This increase is computed as 3% of the FY2015 core appropriation.

2. STEM Funding: State Request - $12.9 million
As the state’s land grant research university, the University of Missouri plays a critical role in supporting the state’s economic growth and development and its national and international competiveness. Economic studies indicate a state’s future prosperity will rest on the extent to which its graduates are educated in STEM disciplines and it fosters research and innovation in STEM disciplines. Key findings in the 2010 Missouri Gateway-Skills Report include an 11.1% increase in science-intensive jobs, a 4% increase in technology-intensive jobs, a 4.2% increase in engineering intensive jobs and a 3.2% increase in mathematics intensive jobs by 2018.
The University of Missouri has a responsibility to the state for producing educated graduates to meet these workforce needs. This involves attracting, educating, and graduating students in STEM fields. To be successful in this regard, the best teachers must be recruited and retained at the University. In addition, to grow the University’s contributions to research and development activity, the University must remain on the cutting edge of research by recruiting faculty who will drive new discoveries and innovations.

This request will be used in strategic STEM areas to attract and retain key faculty that are focused on student success, fund graduate research and stipends, provide undergraduate research and experiential learning opportunities, and supply equipment and technical needs of classrooms and laboratories. This increase is computed as 3% of the FY2015 core appropriation or $12.9 million.

3. **STEM Renovation and Rehabilitation: State Request - $12.0 million**

The University is requesting $12.0 million in recurring funds for the strategic renovation and rehabilitation of existing STEM related buildings as part of a larger $200 million University initiative targeting facilities deemed critical for the education of a growing number of students enrolling in STEM disciplines. To meet the State’s growing workforce needs in these critical areas, classrooms and laboratories must be renovated to accommodate state-of-the-art teaching and research. In addition to the prioritization of STEM needs, academic buildings identified for this initiative have large and growing deferred maintenance needs such that completion of this initiative will also have a positive impact in terms of lowering the University’s overall deferred maintenance backlog. An ongoing commitment of funding from the State will be combined with other University funding sources and potential private gifts.

4. **Leveraging the State’s Investment - Missouri College Advising Corps: State Request - $3.0 million**

The University is requesting a $3.0 million increase in core operating appropriations to provide matching funds for a college advising corps in the state’s high schools. The Missouri College Advising Corps (MCAC) is headquartered at MU. As part of a nationwide consortium of 24 corps, MCAC currently hires, trains and places full-time, near-peer college advisers in 37 partner high schools in Kansas City, rural South Central and South Missouri, and St. Louis. Partner schools have high proportions of first-generation-to-college, low-income, and underrepresented students – those most at risk of not considering or enrolling in college. Across Missouri, there are 121 high schools that fit the criteria of MCAC partnership. Advisers assist students (and their families) with navigating
college planning, admissions, and financing processes. MCAC has demonstrated an average increase of 10.35 percentage points in college-going rates – as compared to a statewide increase of 0.3 percent during this same period, with 6,601 high school seniors going to a “best-fit” college – to include every technical, two- and four-year campus in Missouri. Only 5.32% of advisees enroll at MU.

This funding would scale MCAC from 37 to 50 partner high schools and from serving 34,434 to nearly 50,000 high school students, and yield approximately 4,500 college-going seniors annually. This phase of expansion would create a new service region in Central Missouri and add additional partner schools in Southeast and Southwest Missouri and also in current service regions (South Central, Kansas City, and St. Louis).

Beginning with one external funder and in seven partner high schools in 2008-09, MCAC has attracted financial support from 27 external funders, including some donors that have not previously supported the University of Missouri and most recently a large AmeriCorps Federal grant. These state funds would help MCAC leverage additional and diversified external funding.

III. University of Missouri Health Care and Other Curator Programs: State Request - $18.2 million

The Missouri Kidney Program, Missouri Telehealth Program, State Historical Society of Missouri, Alzheimer’s Research, Spinal Cord Injury, and Seminary Fund make up Other Curator Programs.

These programs have had sizeable changes in appropriated amounts and receipts after withholdings over the past few years. As with our other operating appropriations, our first goal in the FY2016 appropriation request is to maintain FY2015 core appropriations. In addition, the University will ask for slight increases which will be discussed for each program.

1. Request for University of Missouri Health Care - Missouri Rehabilitation Center Core: State Request- $10.3 million

The core appropriation for Missouri Rehabilitation Center of $10.3 million is the only operating appropriation the University receives for health care operations. The FY2016 request will include continuing core appropriations for the Missouri Rehabilitation Center of $10.3 million. This continuing core is necessary to offset the growing burden of uncompensated care and ensure resources to provide health care services to citizens of Missouri are available.
2. **Requests for Other Curator Programs Core and Inflationary Increase: State Request- $6.2 million**
Requests for Missouri Kidney Program, State Historical Society and Missouri Telehealth include continued funding of the core of $5.9 million plus $0.3 million in funds to support a composite merit increase to the salary and wage budget and associated benefits plus inflationary increases to other expenses incurred in providing services to citizens of Missouri.

3. **Missouri Kidney Program Restoration of Core: State Request - $1.4 million**
The Missouri Kidney Program (MoKP) requests restoration of its core of $1.4 million to restore the program to the FY2011 $2.9 million appropriated amount. For MoKP to fulfill its mission of providing direct patient assistance to chronic End-Stage Renal Disease patients, education and research, it is imperative to restore the MoKP budget back to this level of appropriation. With the 48% reduction in appropriation, MoKP has had to completely terminate several direct patient assistance programs.

4. **State Historical Society: State Request - $0.3 million**
The State Historical Society of Missouri exists to collect, preserve, make accessible, and publish materials pertaining to the history of the state, Middle West, and the West. The State Historical Society is requesting an estimated $300,000 ongoing for preservation microfilming of newspapers, publication costs for the Missouri Historical Review, 2 new FTE, plus funding for pay equity of existing staff. Many of the professional staff members are paid below those in other University positions for similar tasks and with similar training.

   The State Historical Society of Missouri continues to incur higher costs to deliver its services to the public in spite of efforts to be more efficient and control costs. There are fixed cost increases associated with insurance, library materials, information technology equipment, and supplies and services. Lack of additional funding limits the ability of the State Historical Society of Missouri to sustain the quality and level of its services, much less expand its services for the citizens of Missouri.

IV. **Requests in Accordance with Legislative Requirements: State Request $9.3 million**
The University has certain requests made annually as one-time requests in accordance with legislative authority.

1. **Missouri Returning Heroes Act: State Request - $2.9 million**
The University is requesting additional appropriations equivalent to tuition waived in FY2009 through FY2014 for the Missouri Returning Heroes Education Act. This act limits the amount of tuition charged to combat
veterans who meet certain criteria but provides institutions may request tuition waived in the following year’s appropriation request. Since the request was not funded in previous years, all four years are included. The amount of the request is estimated as $2.9 million because data for FY2014 will be gathered at the end of the fiscal year. Prior to the appropriation submission, the number will be refined. Based on the most recent data available, 999 unduplicated students have benefited from this program.

2. **Seminary Fund: State Request - $4.3 million**
   This program provides income for the general operation of University of Missouri College of Agriculture and School of Mines and Metallurgy. Per state statute, the Seminary monies belong to the University but the state must hold the securities. Annually a request must be made to the state for earnings from the monies to be distributed to the University. Requests must also be made for any reinvestment of the principal from maturing investments.

   Approximately $4.0 million of the appropriation we request provides for reinvestment of principal made by the University. The additional $300,000 represents interest earned on those investments and is used to fund operations at MU Agriculture, Missouri S&T Mines & Metallurgy, and to fund some scholarships.

3. **Spinal Cord Injury Research Fund: State Request - $1.5 million**
   The Spinal Cord Injury Fund, established by legislature in 2001, supports research in Missouri in the area of spinal cord injuries and congenital or acquired disease processes. State statute stipulates the Board of Curators shall request annually an appropriation for research awards from the Spinal Cord Injury Fund. Research awards are a maximum of $250,000 per award. The request is composed of appropriation for research funds and for administrative funds as provided by legislation.

4. **Alzheimer’s Research Fund: State Request - $0.6 million**
   Section 172.801, RSMo, stipulates the Board of Curators shall request annually an appropriation for Alzheimer's research of not less than $200,000 adjusted for inflation. In addition, the request is to include administrative costs not to exceed ten percent of the appropriation for research. The $600,000 amount is an estimate. June CPI numbers are needed to finalize our figures. Appropriations have not been provided for this program since FY2005.

Of the four requests only two, Missouri Returning Heroes and Alzheimer’s Research are funded from state general revenue. The others have special fund sources that cannot be used for any other purpose.

June 19-20, 2014
The University annually reviews its capital needs and funding plans. Modifications to the plans are made as priorities and funding evolve. The overall Capital Plan includes all planned projects greater than $5.0 million regardless of funding source. Also included are debt-funded projects regardless of dollar value. The State Capital Appropriations Request projects are included in the overall Capital Plan as are projects to be funded from federal requests, grants, gifts, debt, campus reserves, and other funds such as partnerships with private and public joint ventures. The Board of Curators approves the State Capital Appropriations Request at the July Board meeting.

The administration and facilities staff on each campus review and update the campus Capital Plan, and then forward for review by UM System administration and staff. Review comments are shared with campuses and plans are adjusted as necessary. Particular attention is paid to projects expected to be funded soon, those expected to be funded with debt, and the State Capital Appropriations Requests. The proposed funding sources for projects are provided for informational purposes. No project greater than $5.0 million, or that is debt financed, is started until the specific project is approved by the Board and funding is secured.

FY 2015 was an extraordinarily positive year for capital funding. The following list highlights some of the major projects that have been approved by the legislature:

<table>
<thead>
<tr>
<th>Institution</th>
<th>Project Name</th>
<th>Funding</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>MU</td>
<td>Applied Learning Center / Trulaske</td>
<td>$10M</td>
<td>(50/50 Match)</td>
</tr>
<tr>
<td>UMSL</td>
<td>College of Business Administration</td>
<td>$10M</td>
<td>(50/50 Match)</td>
</tr>
<tr>
<td>S&amp;T</td>
<td>Experimental Mine Building</td>
<td>$1.2M</td>
<td>(50/50 Match)</td>
</tr>
<tr>
<td>UMKC</td>
<td>Kansas City Free Enterprise Center</td>
<td>$7.4M</td>
<td>(50/50 Match)</td>
</tr>
<tr>
<td>MU</td>
<td>Laffere Hall</td>
<td>$38.5M</td>
<td>(Bonding)</td>
</tr>
<tr>
<td>All</td>
<td>Critical Maintenance / Repair Funding</td>
<td>$TBD</td>
<td>(Bonding)</td>
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The legislation is currently awaiting action by the Governor. Given state revenue shortfalls in the current fiscal year, and the impact that may have on revenue projections in the FY 2015 state budget approved by the legislature, it is not yet clear what the Governor’s actions will be with respect to the legislation authorizing the capital expenditures noted above.

Given these uncertainties, we do not have a specific recommendation for the Board at this time with respect to a FY 2016 capital appropriations request. Once the Governor takes action, we can provide a more meaningful and targeted recommendation for the FY 2016 request, consistent with our strategic priorities.
Critical Facilities Needs

One thing that has not changed is the magnitude of the overall need. As noted most recently at the January Board of Curators meeting, the university currently has a $1.3 billion backlog of critical facilities needs. The backlog contains heavy maintenance and repair, important renovations projects for research and academic program needs, and life safety improvements. The table to the right summarizes the latest critical facilities needs backlog in terms of priority. The columns represent the recommended time frame for projects to be completed. This information was compiled by ISES, an outside consulting firm used by the University. 

Since 2002, the university has been unable to fully fund ongoing maintenance & repair due to budget constraints, specifically with respect to pressures on state operating appropriations. These constraints on resources have come at a cost to our physical plant. During this time, the university has also seen unprecedented enrollment growth. However, its ability to both support enrollment and provide excellent educational programs is threatened by outdated classrooms and laboratories, and by the limited supply of specialized instructional space. The university has developed plans to address these needs that include reinvestment in our existing facilities for current needs and campus master plans. Financing these improvements will be nearly impossible without additional state support or a special tuition increase.

To illustrate the funding shortfalls, the chart to the right shows the university spending on facilities needs from FY 2009 to FY 2013. The area in blue represents recurring funds that are budgeted for facilities. The area in red represents one-time funds such as gifts or use of campus reserves. Even including one-time funds, the total of the dollars invested is still short of the EO 28 goal, represented by the green line, which is needed just to stabilize the backlog of critical facilities needs. Without additional investment, the backlog of critical facilities needs is expected to reach $2.7 billion by FY 2023.
### Strategic Investment in our Facilities

At the January 2014 Board of Curators meeting, a plan was presented for the strategic investment in our facilities. The general plan criteria were as follows:

1. Projects that support STEM focused goals and objectives of campus strategic plans.
2. Projects that reuse and improve existing space, targeting buildings with Below Average FCNI scores.
3. Projects that have a positive impact on the learning environment for a meaningful number of students and faculty.
4. Projects with identified funding for ongoing operating costs, which also demonstrate an ability to drive revenue growth or cost reduction.
5. Projects that could reasonably be tackled within five years.

Based on the criteria noted above, the following potential projects were identified by each campus – with the assumption of a $200 million overall plan.

<table>
<thead>
<tr>
<th>Campus</th>
<th>Project</th>
<th>Cost</th>
<th>Building Deferred Needs</th>
<th>FCNI</th>
</tr>
</thead>
<tbody>
<tr>
<td>MU</td>
<td>Lafferre Hall – Class Lab/Research Intensive Improvements in 1935/1944 Sections</td>
<td>$32,600,000</td>
<td>$20,900,000</td>
<td>0.9</td>
</tr>
<tr>
<td>MU</td>
<td>McKee Addition/Renovation</td>
<td>$14,800,000</td>
<td>$5,900,000</td>
<td>0.8</td>
</tr>
<tr>
<td>MU</td>
<td>Waters Hall Renovation</td>
<td>$22,100,000</td>
<td>$13,900,000</td>
<td>0.8</td>
</tr>
<tr>
<td>MU</td>
<td>Mumford Hall Renovation</td>
<td>$23,500,000</td>
<td>$9,500,000</td>
<td>0.5</td>
</tr>
<tr>
<td>MU</td>
<td>Stewart Hall Renovation</td>
<td>$9,000,000</td>
<td>$6,300,000</td>
<td>0.5</td>
</tr>
<tr>
<td>MU</td>
<td>Subtotal</td>
<td>$102,000,000</td>
<td>$56,500,000</td>
<td></td>
</tr>
<tr>
<td>UMKC</td>
<td>School of Medicine Renovation</td>
<td>$19,000,000</td>
<td>$41,700,000</td>
<td>0.4</td>
</tr>
<tr>
<td>UMKC</td>
<td>Spencer Chemistry / Biological Sciences Renovation</td>
<td>$20,000,000</td>
<td>$30,300,000</td>
<td>0.5</td>
</tr>
<tr>
<td>MS&amp;T</td>
<td>Schrenk Hall (Chemistry, Biochemistry and Biological Sciences Renovation)</td>
<td>$24,000,000</td>
<td>$34,200,000</td>
<td>0.5</td>
</tr>
<tr>
<td>UMSL</td>
<td>Benton/Stadler Renovation</td>
<td>$35,000,000</td>
<td>$56,200,000</td>
<td>0.5</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td></td>
<td><strong>$200,000,000</strong></td>
<td><strong>$218,900,000</strong></td>
<td></td>
</tr>
</tbody>
</table>
Some of the projects noted above could be funded by the capital appropriations approved by the legislature during the 2014 legislative session. As noted previously, we are awaiting action by the Governor to see which projects are ultimately approved for funding. Once that happens, we will be able to formulate our capital appropriations request for FY 2016, driven by the strategic criteria noted above which was presented to the Board in January.
Project Design
The New College of Business Administration Building-Phase One
University of Missouri-St. Louis

At the September 2013 meeting, the Board approved the $20M new College of Business Administration Building Phase One project to be funded from a combination of sources. $7.8M in gifts has already been received, with additional pledges totaling $2.2M. The remaining $10M is dependent upon 50-50 Capital funds from the State of Missouri. Additionally, at the September 2013 meeting, the Board approved employing Cannon Design, St. Louis, Missouri as the Project Architect.

The new College of Business Administration (CoBA) Building is focused on improving recruitment, retention and student success by creating a recognizable home for CoBA, providing new and unique teaching environments, improving student services, and accommodating business outreach. The 51,000 GSF Phase One project meets these goals by providing a significant and identifiable building image, state of the art classrooms, seminar and case study rooms, a business center for outreach and conferences, graduate and undergraduate advising/career services and student gathering/learning spaces. Currently the CoBA offices are scattered among ten different floors of four buildings and teaching is spread among six buildings.

When the present facilities were planned in the 1960’s, the College was small enough (several hundred students) that a single building could serve business, the social sciences, and the College of Education. Since then the College of Education has moved to a different building and CoBA has grown to 2,300 undergraduate students and 500 graduate students. The College has developed a distinguished international business program that has been ranked in the top 20 of the country for ten consecutive years and all programs are accredited by The Association to Advance Collegiate Schools of Business (AACSB), the premier business accrediting agency. This impressive growth in size, program quality, and accreditation will be difficult to maintain with current facilities. In addition the College must be able to recruit high quality students and faculty.

The proposed site is contiguous to the academic core and the building will be located adjacent to Express Scripts Hall (ESH). An accessible pedestrian link will be constructed as part of Phase One to connect the new building with ESH where classrooms and learning spaces are located. The new building uses traditional brick to recognize and complement the existing campus architecture, and offers a futuristic expression with the use of glass and metal panels. The building will be designed and constructed to achieve the US Green Building Council Leadership in Energy and Environmental Design Silver Certification.

The construction estimate for this project is $257.22/gsf. Construction is planned to be completed in June of 2016. Site location map, a site plan, floor plans, building elevations, and renderings of the building design concept are attached.

June 19-20, 2014
NEW COLLEGE OF BUSINESS ADMINISTRATION BUILDING - PHASE ONE
OVERALL SITE PLAN

KEY

1. New College of Business Administration Building - Phase One
2. Millennium Student Center
3. Blanche M. Touhill Performing Arts Center
4. Millennium Student Center Garage South
5. Millennium Student Center Garage North
6. JC Penney Building/Conference Center
7. Woods Hall
8. Benton/Stadler Science Complex
9. Thomas Jefferson Library
10. St. Louis Mercantile Library
11. Clark Hall
12. Lucas Hall
13. Express Scripts Hall
14. Social Sciences & Business Tower
15. Recreation/Wellness Center (Under Construction)

West Drive

Natural Bridge Road

June 19-20, 2014
NEW COLLEGE OF BUSINESS ADMINISTRATION BUILDING - PHASE ONE
FLOOR PLAN - LEVEL 03 (PENTHOUSE)

Circulation
Mech

Mechanical Penthouse

June 19-20, 2014
Preliminary FY2015 budget information was presented to the Board as an information item at the April Board of Curators meeting. Today the Board will be asked to approve the FY2015 Budget.

Attached is the recommended action followed by supporting narrative and FY2015 summary budgets by fund group by campus.
It was recommended by the respective Chancellors, endorsed by President Wolfe, recommended by the Finance Committee, moved by Curator __________ and seconded by Curator __________, that the following recommendations be approved:

- that the President of the University System be authorized to develop the FY2015 budgets in accordance with the attached planning assumptions and financial summaries which include the allocation of FY2015 recurring state appropriations less 3.0% statutory withholdings and spending restrictions imposed by the Governor as follows:

<table>
<thead>
<tr>
<th>FY2015 Gross Appropriations</th>
</tr>
</thead>
<tbody>
<tr>
<td>General Operations</td>
</tr>
<tr>
<td>UMKC MSU Pharmacy Doctorate Program</td>
</tr>
<tr>
<td>MU Medical School Expansion</td>
</tr>
<tr>
<td>Funding for Improved Outcomes</td>
</tr>
<tr>
<td>UMKC Neighborhood Initiative Program</td>
</tr>
<tr>
<td>UMSL Equity</td>
</tr>
<tr>
<td>UMSL International Collaboration with Israel</td>
</tr>
<tr>
<td>Missouri Federal and State Technical Program</td>
</tr>
<tr>
<td>Missouri Rehabilitation Center</td>
</tr>
<tr>
<td>Missouri Kidney Program</td>
</tr>
<tr>
<td>Missouri Telehealth Network</td>
</tr>
<tr>
<td>Spinal Cord Injury Research</td>
</tr>
<tr>
<td>State Historical Society</td>
</tr>
<tr>
<td>MOREnet (one-time)</td>
</tr>
</tbody>
</table>

- that the President of the University System be authorized to allocate one-time or recurring line-item state appropriations, net of anticipated withholdings;

- that the President of the University System be authorized to: (a) make required changes to working capital and reserve funds and (b) make supplemental allocations within the funds available to the several campuses and programs, such allocations to be made on the basis of priority and need. The President will report periodically to the Board of Curators any material changes in sources and uses of current funds;
that the operating budget for FY2015 and allocation as stated herein can be modified as necessary by the President to bring the same into harmony with the state appropriations as finally approved by the governor and any withholdings in excess of those shown above.

Roll call vote Finance Committee

YES
NO
Curator Covington
Curator Cupps
Curator Goode
Curator Phillips
Curator Steward

The motion ________________.

Roll call vote full Board:

Roll call vote:

YES
NO
Curator Bradley
Curator Covington
Curator Cupps
Curator Downing
Curator Goode
Curator Henrickson
Curator Phillips
Curator Steward

The motion ____________ .
Fiscal Year 2015 Operating Budget

The FY2015 total revenue budget of the University of Missouri is approximately $3.0 billion and is made up of current funds, loan funds, endowment funds and plant funds. Schedule 1 shows the FY2014 budget compared to the FY2015 budget and the year-to-year marginal change in total revenues and total expenditures. Marginal revenues in total are budgeted to increase by $95.7 million; expenditures are budgeted to increase by $52.8 million, resulting in a budgeted change in net assets of $157.3 million compared to $114.4 million in the FY2014 original budget.

Schedule 1. University of Missouri Summary All Funds Budget

<table>
<thead>
<tr>
<th></th>
<th>FY2014 Budget</th>
<th>FY2015 Budget</th>
<th>Marginal Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenues</td>
<td>$2,904.8</td>
<td>$3,000.5</td>
<td>$95.7</td>
</tr>
<tr>
<td>Expenditures</td>
<td>2,790.4</td>
<td>2,843.2</td>
<td>52.8</td>
</tr>
<tr>
<td>Net Assets</td>
<td>$114.4</td>
<td>$157.3</td>
<td>$42.9</td>
</tr>
</tbody>
</table>

Dollars in Millions

FY2015 budget assumptions are summarized below. These assumptions were used throughout the budget on all campuses. The campuses use additional revenue and expenditure assumptions that were developed at the campus level and roll up into the budget presented. The FY2015 budgets are consistent with the campus strategic plans and reflect campus strategic priorities.

Revenue Assumptions:

- State Appropriations for operations will be flat with the exception of new state dollars to offset the net tuition loss from holding resident undergraduate tuition flat. Following are the state appropriations items included in the budget. These amounts have been approved by the legislature, but are subject to final approval of the Governor.
  - Recurring appropriations for operations include a $1.4 million increase for UMSL equity.
  - Legislature approved $21.0 million in new operations support targeted to fund strategic plans with the exception of $3.6 million which will offset the lost tuition for holding resident undergraduate tuition rates flat.
  - Legislature approved $300,000 for UMSL International Collaboration with the State of Israel.
  - Legislature approved $500,000 for UMKC Neighborhood Initiative Program.
  - Legislature approved a $1.5 million increase for Missouri Telehealth Network for
Extension Community Healthcare Outcomes.
° Legislature approved one-time appropriations of $3.0 million for MOREnet.
° Other curator program appropriations are flat with the exception of a $0.5 million increase for the State Historical Society.

- Tuition and Fees
  ° No increase in tuition rates for resident undergraduates.
  ° Nonresident undergraduate tuition rates increased 1.5% at UMKC and UMSL and 3% at MU and S&T.
  ° 1.5% rate increase in required fees.
  ° Graduate and professional tuition rates increased from 0% to 6% varying by campus, program, and residency.
  ° Other tuition, fees, and rate increases as approved in January.
  ° Changes in enrollments and student mix as determined by the campuses.

- Other Revenues
  ° Other revenue changes are driven by demand for services provided, external market forces and economic forces, and individual campus planning parameters.

Expenditure Assumptions:
- Compensation
  ° The following salary and wage guidelines have been used by the campuses for FY2015 budget planning.

  Each campus will recommend for Board approval a salary and wage budget consistent with campus needs. Budget increases should support faculty and staff salary merit, market and equity adjustments consistent with the campus’s faculty and staff recruitment and retention strategy as well as their position relative to their peers.

  ° Increases will vary by campus: 0%-3% budget increases planned.
  ° The flat benefit rate will remain at 27.72% of benefit eligible salaries, the same as FY2014.
  ° Other increases in compensation expenditures are driven by strategic investment by the campuses in order to achieve their strategic plans.

- Other Operating Expenditures
  ° Cost adjustments related to insurance, utilities, computing, compliance, M&R inflation and other costs of doing business must be funded.
  ° The budget reflects actions taken by the campuses to balance their budgets and reallocate resources to fund their strategic priorities.
  ° New strategic investments and legislative directives are currently budgeted as other operating expenses.
Loan, Endowment and Plant Fund Budgets

Schedule 2 shows the FY2015 budgets for Loan, Endowment and Plant funds compared to the FY2014 budget. These funds contribute less than 5% of the total revenue budget, but account for 25% of the revenue growth. Capital and Endowment gifts are budgeted to increase by $22 million in FY2015.

Interest expense for debt-financed projects and depreciation are the primary expenditures in this group. Transfers into plant pay for debt service and investment in the physical plant such as repair and maintenance, renovation of facilities, new capital equipment, and reserves for future replacement of capital equipment.

Schedule 2. FY2015 Loan, Endowment, and Plant Fund Budgets as of May 31, 2014 compared to FY2014 ($ Millions)

<table>
<thead>
<tr>
<th></th>
<th>FY2015</th>
<th>FY2014</th>
<th>Marginal</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Loan</td>
<td>Endowment</td>
<td>Plant</td>
</tr>
<tr>
<td><strong>Revenues</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Gift Income</td>
<td>$0.0</td>
<td>$46.5</td>
<td>$15.3</td>
</tr>
<tr>
<td>Endowment and Investment Income</td>
<td>1.0</td>
<td>49.1</td>
<td>3.9</td>
</tr>
<tr>
<td>Miscellaneous Income</td>
<td>1.0</td>
<td>0.2</td>
<td>10.4</td>
</tr>
<tr>
<td><strong>Total Revenues</strong></td>
<td>$2.0</td>
<td>$95.8</td>
<td>$29.6</td>
</tr>
<tr>
<td><strong>Expenditures</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Payments to Beneficiaries</td>
<td>-</td>
<td>0.8</td>
<td>-</td>
</tr>
<tr>
<td>Operating Expense</td>
<td>0.2</td>
<td>3.9</td>
<td>20.2</td>
</tr>
<tr>
<td>Capital Expense</td>
<td>-</td>
<td>-</td>
<td>(40.1)</td>
</tr>
<tr>
<td>Interest Expense</td>
<td>-</td>
<td>-</td>
<td>70.0</td>
</tr>
<tr>
<td>Depreciation</td>
<td>-</td>
<td>-</td>
<td>182.3</td>
</tr>
<tr>
<td><strong>Total Expenditures</strong></td>
<td>$0.2</td>
<td>$4.7</td>
<td>$232.4</td>
</tr>
<tr>
<td>Mandatory Transfers for Debt Service</td>
<td>-</td>
<td>-</td>
<td>(140.5)</td>
</tr>
<tr>
<td>Non-Mandatory Transfers</td>
<td>-</td>
<td>(0.6)</td>
<td>(105.7)</td>
</tr>
<tr>
<td><strong>Total Transfers</strong></td>
<td>$0.0</td>
<td>($0.6)</td>
<td>($246.2)</td>
</tr>
<tr>
<td><strong>Change in Net Assets</strong></td>
<td>$1.8</td>
<td>$91.7</td>
<td>$43.4</td>
</tr>
</tbody>
</table>

Current Fund Budgets

Current funds include resources of the University that are expendable for any purpose directly related to the primary missions of the University, i.e., instruction, research, public service, and economic development as well as related support services. Schedule 3 on the following page presents the FY2015 current fund budgets broken down by type of activity as of May 31, 2014 compared to the total 2014 current fund budget.

The major sources of revenue are tuition and fees and state appropriations for the operations fund, sales and services for the auxiliary operations, patient revenues for the hospitals, and grants and contracts and endowment income for the restricted funds. Overall, revenues are budgeted to increase by 2.5%.
Revenues in the current funds are anticipated to increase by $71.4 million. Of this amount, $41.0 million comes from general operations, $26.8 from auxiliary operations, and $41.9 million from hospital operations. Grants and contracts revenues are below the FY2014 budget and anticipated to decline further in FY2015 resulting in a budget decline in revenue of $36.2 million.

Compensation budgets increase by 2.7% overall, or $46.6 million. This includes planned investment in merit salary adjustments between 0% and 3% plus strategic investment in faculty to allow the campuses to implement their strategic plans. The flat benefit rate will not change for FY2015. Non-compensation expenses are budgeted to decline by $22.0 million overall for a total change in expenses of $24.6 million.

Transfers to the plant fund for debt service and capital investment are budgeted to increase by $49.5 million in total with the increase primarily at the hospital. The hospital plans to transfer a total of $119.5 million from their operating budget to the plant fund in FY2015. These funds will be used for debt service, capital investment in FY2015 and reserves for future capital investment. The FY2015 budget includes a planned movement of $40 million in hospital operating reserves to the plant fund.

**Operations Fund Budget**

The operations fund is where the majority of the University’s instructional and public service activities are budgeted and accounted for and is primarily funded by tuition and fees and state support. The operations fund comprises 40% of the institution’s budget and totals $1.2 billion. **Schedule 4** shows the FY2014 and FY2015 Operations fund budgets.

---

**Schedule 3. University of Missouri FY2015 Current Fund Budgets as of May 31, 2014 compared to FY2014 (Dollars in Millions)**

<table>
<thead>
<tr>
<th>FY2015</th>
<th>FY2014</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Revenues</strong></td>
<td></td>
</tr>
<tr>
<td>Tuition and Fees</td>
<td>$784.1</td>
</tr>
<tr>
<td>Other</td>
<td>$0.0</td>
</tr>
<tr>
<td>Auxiliary Enterprises</td>
<td>$0.0</td>
</tr>
<tr>
<td>Hospital Operations</td>
<td>$(696.5)</td>
</tr>
<tr>
<td>Restricted Funds</td>
<td>$849.3</td>
</tr>
<tr>
<td>Total Current Funds</td>
<td>$822.0</td>
</tr>
<tr>
<td>Marginal Changes</td>
<td>$27.3</td>
</tr>
<tr>
<td><strong>Expenditures</strong></td>
<td></td>
</tr>
<tr>
<td>Salaries and Wages</td>
<td>$692.0</td>
</tr>
<tr>
<td>Employee Benefits</td>
<td>$209.8</td>
</tr>
<tr>
<td>Total Compensation</td>
<td>$901.8</td>
</tr>
<tr>
<td>Operating Expense</td>
<td>$226.8</td>
</tr>
<tr>
<td>Capital Expenditures</td>
<td>$32.7</td>
</tr>
<tr>
<td>Total Expenditures</td>
<td>$(898.8)</td>
</tr>
<tr>
<td>Internal Transfers (In) Out</td>
<td>$29.5</td>
</tr>
<tr>
<td>Transfers for Plant</td>
<td>$39.9</td>
</tr>
<tr>
<td>Total Transfers</td>
<td>$119.5</td>
</tr>
<tr>
<td>Change in Net Assets</td>
<td>$17.9</td>
</tr>
</tbody>
</table>

---

June 19-20, 2014
and the marginal changes from the FY2014 original budget. This is an iterative process and the numbers have continued to be refined as planning has progressed and new information became available.

Schedule 4. FY2014 and FY2015 Operations Fund Budgets and Marginal Changes ($ Millions)

<table>
<thead>
<tr>
<th></th>
<th>FY2014 Budget</th>
<th>FY2015 Budget</th>
<th>Dollar Change</th>
<th>% Change</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Revenues</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Tuition and Fees</td>
<td>$ 758.0</td>
<td>$ 784.1</td>
<td>$ 26.1</td>
<td>3.4%</td>
</tr>
<tr>
<td>Scholarship Allowances</td>
<td>(168.4)</td>
<td>(180.0)</td>
<td>(11.6)</td>
<td>6.9%</td>
</tr>
<tr>
<td>Net Tuition &amp; Fees</td>
<td>$ 589.6</td>
<td>$ 604.1</td>
<td>$ 14.5</td>
<td>2.5%</td>
</tr>
<tr>
<td>State Appropriations (net)</td>
<td>406.9</td>
<td>429.5</td>
<td>22.6</td>
<td>5.6%</td>
</tr>
<tr>
<td>Other Revenues</td>
<td>152.7</td>
<td>156.6</td>
<td>3.9</td>
<td>2.6%</td>
</tr>
<tr>
<td><strong>Total Revenues</strong></td>
<td>$1,149.2</td>
<td>$1,190.2</td>
<td>$ 41.0</td>
<td>3.6%</td>
</tr>
<tr>
<td><strong>Expenditures</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Salary &amp; Wages</td>
<td>$ 669.1</td>
<td>$ 692.0</td>
<td>$ 22.9</td>
<td>3.4%</td>
</tr>
<tr>
<td>Employee Benefits</td>
<td>201.9</td>
<td>209.8</td>
<td>7.9</td>
<td>3.9%</td>
</tr>
<tr>
<td>Total Compensation</td>
<td>$ 871.0</td>
<td>$ 901.8</td>
<td>$ 30.8</td>
<td>3.5%</td>
</tr>
<tr>
<td>Other Operating Costs</td>
<td>263.8</td>
<td>242.6</td>
<td>(21.2)</td>
<td></td>
</tr>
<tr>
<td>Strategic investments from new state funds</td>
<td>16.9</td>
<td>16.9</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Total Expenditures</strong></td>
<td>$1,134.8</td>
<td>$1,161.3</td>
<td>$ 26.5</td>
<td>2.3%</td>
</tr>
<tr>
<td>Transfers</td>
<td>18.4</td>
<td>11.0</td>
<td>(7.4)</td>
<td></td>
</tr>
<tr>
<td><strong>Change in Net Assets</strong></td>
<td>(4.0)</td>
<td>$ 17.9</td>
<td>$ 21.9</td>
<td></td>
</tr>
</tbody>
</table>

Net tuition and fees is the largest source of revenue contributing $604.1 million net of scholarship allowances, or 51% of the total. The revenue budget includes a $26.1 million or 3.4% increase in tuition and fees driven by increases in enrollment, changes in student mix, and increases in fee rates approved in January. $16.1 million of the increase was from rate changes and new supplemental fees and $10 million was from changes in enrollment and student mix.

Scholarship allowances increase by $11.6 million or 6.9%. This includes substantial new strategic investment in scholarships at both Mizzou and the UMSL campus as part of their strategic plans. At MU, investments are planned in the Excellence, Curators Scholars, and Chancellor’s Awards to recruit and retain the best students. At UMSL, the increase comes from strategic awards and campus investment in scholarship programs designed to retain students and grow enrollment. Net tuition and fee revenue increases by $14.5 million or 2.5% and varies by campus.

State appropriations of $429.5 million contribute 36% of the total revenue budget for FY2015. State appropriations are up $22.6 million net of the Governor’s 3% withholding reserve. The legislature approved $20.4 million (net) in new performance funding plus $2.2 million in legislative directives. Campus state appropriation budgets have been increased
by the estimated cost of keeping resident undergraduate tuition flat and by unique legislative appropriations. The remaining performance funding ($16.9 million) is currently at U-Wide and will be distributed to the campuses to fund strategic initiatives following final action by the Governor.

Compensation accounts for 77% of the operations fund expenditures and transfers budget, and totals $901.8 million in FY2015. The budget for compensation increases $30.8 million or 3.5% and includes increases for market and merit adjustments as well as targeted investment in specific new faculty hires in support of campus strategic plans. The market and merit adjustments vary both within and across campuses and are anticipated to average between 0% and 3%.

In the operations fund, 54% of the salary dollars are budgeted for teaching and research faculty, graduate student teaching and research assistants, and other academic appointments. The chart below shows distribution of the compensation budgets. Ninety-two percent of the compensation budget is for benefit eligible faculty and staff.

![Operations Salary Budget](chart.png)

Non-compensation operating expenses are budgeted to decrease by $4.3 million net of new legislative directives and strategic investments when compared to the FY2014 budget. Strategic investments awarded by the President last summer, are included in the FY2014 budget as non-compensation expenditures as they had not been allocated to specific departments and initiatives. The FY2015 budget includes many of those funds in the compensation budget for strategic faculty investment. Likewise, the FY2015 non-compensation budget includes legislative directives, which have not been allocated to departments pending final action by the Governor. In addition, there is $16.9 million in new performance funding currently held centrally pending final action by the Governor.

The total operations fund budget results in an increase in net assets of $21.9 million based upon the current plan and assuming no vetoes, extraordinary withholdings, or spending restrictions by the Governor in FY2015.
The following **Budget Schedules** are provided as supplemental information:

- **Schedule 5**: FY2015 budget by fund group as of May 31, 2014;
- **Schedule 6**: FY2014 budget by fund group;
- **Schedule 7**: FY2015 budget marginal changes by fund group;
- **Schedules 8-14**: FY2015 budget by campus and fund group.

### Schedule 5. University of Missouri Budget Planning: FY2015 Budget, as of May 31, 2014 (Dollars in Millions)

<table>
<thead>
<tr>
<th>Revenues</th>
<th>Operations</th>
<th>Other Unrestricted</th>
<th>Auxiliary Enterprises</th>
<th>Hospital Operations</th>
<th>Restricted Funds</th>
<th>Total Funds</th>
<th>Loan, Endowment, and Plant Funds</th>
<th>Total All Funds</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tuition and Fees</td>
<td>$784.1</td>
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<td>$0.0</td>
<td>$0.0</td>
<td>$0.0</td>
<td>$849.3</td>
<td>$0.0</td>
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<td>-</td>
<td>-</td>
<td>(96.5)</td>
<td>(279.6)</td>
<td>-</td>
<td>(279.6)</td>
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<td>($96.5)</td>
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<td>442.9</td>
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<td>321.9</td>
<td>321.9</td>
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<td>321.9</td>
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<td>Gill Income</td>
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<td>13.7</td>
<td>-</td>
<td>35.9</td>
<td>50.9</td>
<td>61.8</td>
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<td>0.0</td>
<td>-</td>
<td>0.0</td>
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<td>Endowment and Investment Income</td>
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<td>0.4</td>
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<td>54.0</td>
<td>139.9</td>
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<td>3.1</td>
<td>570.1</td>
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<td>-</td>
<td>-</td>
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<td>71.2</td>
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<td>$584.2</td>
<td>$758.0</td>
<td>$263.6</td>
<td>$2,873.1</td>
<td>$127.4</td>
<td>$3,000.5</td>
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<table>
<thead>
<tr>
<th>Expenditures</th>
<th>Operations</th>
<th>Other Unrestricted</th>
<th>Auxiliary Enterprises</th>
<th>Hospital Operations</th>
<th>Restricted Funds</th>
<th>Total Funds</th>
<th>Loan, Endowment, and Plant Funds</th>
<th>Total All Funds</th>
</tr>
</thead>
<tbody>
<tr>
<td>Salaries and Wages</td>
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<td>$251.5</td>
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<td>-</td>
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<td>0.8</td>
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<td>763.3</td>
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<td>Capital Expenditures</td>
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<td>-</td>
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<td>40.1</td>
<td>(40.1)</td>
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<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>70.0</td>
<td>70.0</td>
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<tr>
<td>Depreciation</td>
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<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>182.3</td>
<td>182.3</td>
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<tr>
<td><strong>Total Expenditures</strong></td>
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<td>(8.8)</td>
<td>$510.6</td>
<td>$679.0</td>
<td>$263.8</td>
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<td>$237.3</td>
<td>$2,843.2</td>
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<tr>
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<td>29.5</td>
<td>(1.9)</td>
<td>1.5</td>
<td>(0.2)</td>
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<tr>
<td>Mandatory Transfers (In) Out</td>
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<td>10.5</td>
<td>50.1</td>
<td>61.7</td>
<td>1.3</td>
<td>140.5</td>
<td>(140.5)</td>
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<td>Non-Mandatory Transfers (In) Out</td>
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<td>(4.3)</td>
<td>106.3</td>
<td>(106.3)</td>
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<td><strong>Total Transfers</strong></td>
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<td>($3.2)</td>
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<td>Change in Net Assets</td>
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<td>$3.0</td>
<td>$20.4</td>
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</table>
Schedule 6. University of Missouri Budget Planning: FY2014 Original Budget Adjusted (Dollars in Millions)

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<tr>
<th>Expenditures and Transfers</th>
<th>Total Revenues</th>
<th>Total Expenditures</th>
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<td>Total Revenues</td>
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<td>Total Expenditures</td>
<td>$1,149.2</td>
<td>$1,134.8</td>
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</table>

Schedule 7. University of Missouri Budget Planning: FY2015 Marginal Changes from FY2014 Original Budget, As of May 31, 2014 (Dollars in Millions)

<table>
<thead>
<tr>
<th>Revenues</th>
<th>Operations</th>
<th>Other</th>
<th>Auxiliary</th>
<th>Hospital</th>
<th>Restricted</th>
<th>Total</th>
<th>Loan, Endowment, and Plant</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tuition and Fees</td>
<td>$758.0</td>
<td>$63.7</td>
<td>$0.0</td>
<td>$0.0</td>
<td>$0.3</td>
<td>$822.0</td>
<td>$0.0</td>
<td>$822.0</td>
</tr>
<tr>
<td>Less: Scholarship Allowances</td>
<td>(168.4)</td>
<td>(4.3)</td>
<td>-</td>
<td>-</td>
<td>(94.5)</td>
<td>(267.2)</td>
<td>-</td>
<td>(267.2)</td>
</tr>
<tr>
<td>Net Student Fees</td>
<td>$589.6</td>
<td>$59.4</td>
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<td>$0.0</td>
<td>($94.2)</td>
<td>$554.8</td>
<td>$0.0</td>
<td>$554.8</td>
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<td>-</td>
<td>9.6</td>
<td>3.7</td>
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<td>-</td>
<td>420.2</td>
<td>-</td>
</tr>
<tr>
<td>Grants and Contracts</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>358.1</td>
<td>358.1</td>
<td>-</td>
<td>358.1</td>
<td>-</td>
</tr>
<tr>
<td>Gift Income</td>
<td>1.4</td>
<td>-</td>
<td>13.0</td>
<td>-</td>
<td>37.2</td>
<td>51.6</td>
<td>39.8</td>
<td>91.4</td>
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<tr>
<td>Recovery of F&amp;A</td>
<td>52.8</td>
<td>-</td>
<td>-</td>
<td>(52.8)</td>
<td>0.0</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Endowment and Investment Income</td>
<td>24.3</td>
<td>5.2</td>
<td>0.5</td>
<td>5.6</td>
<td>45.9</td>
<td>81.5</td>
<td>51.0</td>
<td>132.5</td>
</tr>
<tr>
<td>Sales &amp; Services &amp; Patient Revenue</td>
<td>21.4</td>
<td>2.7</td>
<td>543.9</td>
<td>700.9</td>
<td>-</td>
<td>1,268.9</td>
<td>-</td>
<td>1,268.9</td>
</tr>
<tr>
<td>Miscellaneous Income</td>
<td>52.8</td>
<td>7.3</td>
<td>-</td>
<td>-</td>
<td>6.5</td>
<td>66.6</td>
<td>12.3</td>
<td>78.9</td>
</tr>
</tbody>
</table>

Change in Net Assets $21.9 $15.8 $11.6 ($43.4) ($8.6) ($2.7) $45.6 $42.9

Orignal budget adjusted due to late allocation of strategic funding and UMKC accounting adjustment related to medical residents.


<table>
<thead>
<tr>
<th>Operations</th>
<th>Other</th>
<th>Auxiliary</th>
<th>Hospital</th>
<th>Restricted</th>
<th>Total</th>
<th>Endowment, and Plant</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tuition and Fees</td>
<td>$758.0</td>
<td>$63.7</td>
<td>$0.0</td>
<td>$0.0</td>
<td>$0.3</td>
<td>$822.0</td>
<td>$0.0</td>
</tr>
<tr>
<td>Less: Scholarship Allowances</td>
<td>(168.4)</td>
<td>(4.3)</td>
<td>-</td>
<td>-</td>
<td>(94.5)</td>
<td>(267.2)</td>
<td>-</td>
</tr>
<tr>
<td>Net Student Fees</td>
<td>$589.6</td>
<td>$59.4</td>
<td>$0.0</td>
<td>$0.0</td>
<td>($94.2)</td>
<td>$554.8</td>
<td>$0.0</td>
</tr>
<tr>
<td>State Appropriations</td>
<td>406.9</td>
<td>-</td>
<td>9.6</td>
<td>3.7</td>
<td>420.2</td>
<td>-</td>
<td>420.2</td>
</tr>
<tr>
<td>Grants and Contracts</td>
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<td>-</td>
<td>358.1</td>
<td>358.1</td>
<td>-</td>
<td>358.1</td>
</tr>
<tr>
<td>Gift Income</td>
<td>1.4</td>
<td>-</td>
<td>13.0</td>
<td>-</td>
<td>37.2</td>
<td>51.6</td>
<td>39.8</td>
</tr>
<tr>
<td>Recovery of F&amp;A</td>
<td>52.8</td>
<td>-</td>
<td>-</td>
<td>(52.8)</td>
<td>0.0</td>
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<td>-</td>
</tr>
<tr>
<td>Endowment and Investment Income</td>
<td>24.3</td>
<td>5.2</td>
<td>0.5</td>
<td>5.6</td>
<td>45.9</td>
<td>81.5</td>
<td>51.0</td>
</tr>
<tr>
<td>Sales &amp; Services &amp; Patient Revenue</td>
<td>21.4</td>
<td>2.7</td>
<td>543.9</td>
<td>700.9</td>
<td>-</td>
<td>1,268.9</td>
<td>-</td>
</tr>
<tr>
<td>Miscellaneous Income</td>
<td>52.8</td>
<td>7.3</td>
<td>-</td>
<td>-</td>
<td>6.5</td>
<td>66.6</td>
<td>12.3</td>
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</tbody>
</table>

Change in Net Assets $21.9 $15.8 $11.6 ($43.4) ($8.6) ($2.7) $45.6 $42.9
Schedule 8: University of Missouri Budget Planning: MU FY2015 Budget as of May 31, 2014 (Dollars in Thousands)

<table>
<thead>
<tr>
<th></th>
<th>Operations</th>
<th>Other</th>
<th>Auxiliary Enterprises</th>
<th>Hospital Operations</th>
<th>Restricted Funds</th>
<th>Total Current Funds</th>
<th>Loan, Endowment, and Plant Funds</th>
<th>Total All Funds</th>
</tr>
</thead>
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<tr>
<td>Revenues</td>
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<td></td>
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<td></td>
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<td></td>
</tr>
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<td>(76)</td>
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<td></td>
<td>(45,843)</td>
<td>(147,533)</td>
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<td>-</td>
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<td>-</td>
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<td>(36,500)</td>
<td>-</td>
<td>-</td>
<td>-</td>
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<td>23</td>
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<td></td>
</tr>
<tr>
<td>Salaries and Wages</td>
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<td>194,186</td>
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<td>$896,095</td>
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<tr>
<td>Payments to Beneficiaries</td>
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<td>800</td>
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<td>-</td>
</tr>
<tr>
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<td>140,681</td>
<td>-</td>
<td>38,565</td>
<td>243,888</td>
<td>(195)</td>
<td>243,693</td>
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<tr>
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<td>-</td>
<td>-</td>
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Schedule 9: University of Missouri Budget Planning: Hospitals FY2015 Budget as of May 31, 2014 (Dollars in Thousands)

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<th>Other</th>
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<td>$0</td>
<td>$0</td>
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<td>Sales &amp; Services &amp; Patient Revenue</td>
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Includes Extension

June 19-20, 2014

OPEN – FIN – 1-12
### Schedule 10: University of Missouri Budget Planning: UMKC FY2015 Budget as of May 31, 2014  (Dollars in Thousands)

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<th>Expenditures</th>
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<td>Enterprises</td>
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**Total Revenues** $226,592 $14,223 $72,909 $0 $46,923 $360,647 $6,805 $367,452

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<th>Endowment,</th>
<th>Total</th>
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<td>Enterprises</td>
<td>Operations</td>
<td>Funds</td>
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<td>and Plant</td>
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<td>10,000</td>
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**Total Expenditures** $228,011 $5,802 $61,622 $0 $41,679 $337,114 $27,997 $365,111

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<th>Expenditures</th>
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**Total Revenues** $131,886 $10,764 $20,395 $0 $32,577 $195,622 $11,325 $206,947

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<th>Endowment,</th>
<th>Total</th>
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<td>Enterprises</td>
<td>Operations</td>
<td>Funds</td>
<td>All</td>
<td>and Plant</td>
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**Total Expenditures** $137,468 $3,256 $12,819 $0 $31,954 $185,373 $6,002 $191,375

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<th>Endowment,</th>
<th>Total</th>
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<td>Funds</td>
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<td>and Plant</td>
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**Total Transfers** ($1,419) $7,956 $8,752 $0 $1,084 $16,373 ($16,909) ($536)

**Change in Net Assets** $0 $465 $2,535 $0 $4,160 $7,160 ($4,283) $2,877
## Schedule 12: University of Missouri Budget Planning: FY2015 Budget as of May 31, 2014 (Dollars in Thousands)

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<th>Auxiliary Enterprises</th>
<th>Hospital Operations</th>
<th>Restricted Funds</th>
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<th>Loan, Endowment, and Plant Funds</th>
<th>Total All Funds</th>
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<th>Hospital Operations</th>
<th>Restricted Funds</th>
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<th>Loan, Endowment, and Plant Funds</th>
<th>Total All Funds</th>
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<td>Operating Expense</td>
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<td><strong>($2)</strong></td>
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<td><strong>($232)</strong></td>
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<td>($7,784)</td>
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## Schedule 13: University of Missouri Budget Planning: FY2015 UMMSYS Budget as of May 31, 2014 (Dollars in Thousands)

<table>
<thead>
<tr>
<th>Revenues</th>
<th>Operations</th>
<th>Auxiliary Enterprises</th>
<th>Hospital Operations</th>
<th>Restricted Funds</th>
<th>Total Current Funds</th>
<th>Loan, Endowment, and Plant Funds</th>
<th>Total All Funds</th>
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<td>$0</td>
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<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
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<td>(29)</td>
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<td>(529)</td>
<td>(529)</td>
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<td>Recovery of F&amp;A</td>
<td>30</td>
<td>-</td>
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<td><strong>$1,577</strong></td>
<td><strong>$78,731</strong></td>
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<th>Hospital Operations</th>
<th>Restricted Funds</th>
<th>Total Current Funds</th>
<th>Loan, Endowment, and Plant Funds</th>
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</tr>
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<td>19,084</td>
<td>(991)</td>
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<td>-</td>
</tr>
<tr>
<td>Depreciation</td>
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<td>-</td>
<td>-</td>
<td>-</td>
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<td>-</td>
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Schedule 14: University of Missouri Budget Planning: FY2015 Budget for U-Wide Resources and UBANK as of May 31, 2014  (Dollars in Thousands)

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<th>Other</th>
<th>Unrestricted</th>
<th>Auxiliary Enterprises</th>
<th>Hospital Operations</th>
<th>Restricted Funds</th>
<th>Total Current Funds</th>
<th>Loan, Endowment, and Plant Funds</th>
<th>Total All Funds</th>
</tr>
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<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
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<tr>
<td>Gift Income</td>
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<tr>
<td>Recovery of F&amp;A</td>
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<th>Unrestricted</th>
<th>Auxiliary Enterprises</th>
<th>Hospital Operations</th>
<th>Restricted Funds</th>
<th>Total Current Funds</th>
<th>Loan, Endowment, and Plant Funds</th>
<th>Total All Funds</th>
</tr>
</thead>
<tbody>
<tr>
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<td>$0</td>
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<td>Payments to Beneficiaries</td>
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<td>-</td>
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<td>4,950</td>
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<td>4,950</td>
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<tr>
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<td>-</td>
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<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
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</tr>
<tr>
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<td>$16,789</td>
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<tr>
<td>Mandatory Transfers (In) Out</td>
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June 19-20, 2014
The University of Missouri-Columbia requests Project Approval for the Patient Centered Care Learning Center – School of Medicine Expansion project. The total project budget is $42,500,000. Project funding will be provided from $12,000,000 in State appropriations plus $30,500,000 in Revenue Bonds.

The A/E Hiring of Berkebile Nelson Immenschuh McDowell, Inc. (BNIM), Kansas City, Missouri, was approved at the November 21-22, 2013 Board Meeting.

In 2013, the State increased the University’s annual appropriation by $10,000,000 with the goal of increasing the medical student class size at MU and to create a Springfield clinical campus in a public-private partnership with CoxHealth and Mercy Springfield. The School of Medicine (SOM) will increase each class by 32 students starting with the 1st year medical students in 2017 for a total of 128 additional students by 2020. A total of $12 million of the annual State appropriation will be used to fund this project. Funding for the estimated annual debt service of $2,098,566 will come from the State appropriation (40%, or $852,466) and the remaining ($1,246,098) from new tuition generated by the 128 additional medical students accommodated by the completion of this project. The yearly tuition anticipated from the additional 128 students is $4,016,992.

The MU SOM is expanding the Medical School enrollment in response to the Association of American Medical Colleges (AAMC) request for Medical Schools to increase enrollment by 30%, along with requests from the health systems in Springfield, Missouri for a clinical campus to be located there. MU SOM is planning to increase the current class size from 96 to 128 medical students per year which is a 33% increase. Expanded educational space is necessary to support this increase in class size. This project also provides MU SOM an opportunity to illustrate the distinctive characteristics of Patient Based Learning to all students, and significantly improve the sense of place and arrival at the MU SOM by providing a prominent entrance to the MU SOM which currently doesn’t exist.

The project was envisioned as a vertical and horizontal expansion to the Medical Science Addition (MSA) at the A/E Hiring in November 2013. The plan was to add three additional floors on to the existing four story MSA, with a seven story addition on the west side of MSA. The concurrent completion of the program by Christner Architects, Inc. and the pre-design investigation by BNIM, Inc. concluded that the modifications to the existing building to support the vertical addition would cost approximately $4 million. The program also concluded that the 75,000-85,000 gross square feet (gsf) anticipated in November was not sufficient to meet the program needs. Consequently, this concept was abandoned and a new 97,088 gsf 6-story building, adjacent to the existing MSA building
is recommended as a more cost effective solution. The building will have a north-south orientation and will be located to the west of the existing MSA building. The facility will provide 30,400 gsf of Patient Based Learning Modules, a 6,900 gsf auditorium, a 15,200 gsf Simulation Center, an 11,700 gsf Anatomy Learning Center, 23,700 gsf for offices and support, and a 5,000 gsf penthouse for mechanical systems.

The basic services fee with BNIM will be reduced from the current 8.3% to 7.3% of the construction cost based on the University of Missouri’s “Architectural and Engineering Basic Services Estimating Guidelines” for a revised fee of $2,000,200 (7.3% of $27,400,000) in lieu of $1,950,000 (8.3% of $23,500,000) with this simplified design approach and increased construction budget.

The construction estimate for this project is $282.22/gsf. This compares with similar facilities construction cost ranges in our region. The project is scheduled to be completed in June 2016. The project will be delivered as a Construction Manager at Risk (CMR) project. J.E. Dunn has been selected to be the CMR on the project. A site plan, floor plan diagrams, and interior and exterior views of the building concept are attached.
Recommended Action - Project Approval, Patient Centered Care Learning Center – School of Medicine Expansion, MU

It was recommended by Chancellor Loftin, endorsed by President Wolfe, recommended by the Finance Committee, moved by Curator ________________ and seconded by Curator ________________, that the following action be approved:

the project approval for the Patient Centered Care Learning Center – School of Medicine Expansion project for the University of Missouri-Columbia.

Funding of the project budget is from:

Revenue Bonds $30,500,000
State Appropriations 12,000,000
Total Funding $42,500,000

Roll call vote Finance Committee
Curator Covington
Curator Cupps
Curator Goode
Curator Phillips
Curator Steward

The motion ________________.

Roll call vote Full Board:
Curator Bradley
Curator Covington
Curator Cupps
Curator Downing
Curator Goode
Curator Henrickson
Curator Phillips
Curator Steward

The motion ________________.
PCCLC - School of Medicine Expansion

Site Plan

PCCLC School of Medicine Expansion

Lottes Library

Medical Science Addition

Medical Science Building

Crowder Hall
PCCLC - School of Medicine Expansion

View of Lobby

B N I M  b e r k e b i l e  b i l e m  e d  c o m

S c h e m a t i c  D e s i g n  |  B N I M  P r o j e c t  H o t  1 3 0 0 0 0  |  5 0 0 0

O P E N  –  F I N  –  2 - 1 8

June 19-20, 2014
Missouri University of Science and Technology requests project approval for a new residential housing project. The total project budget is $30,000,000, and project funding will be from revenue bonds.

The Room and Board rates are presented and approved annually by the Board of Curators. The current Residential Plan assumes an escalation rate in student housing fees of 1.0% above residential life inflation to support the construction investments. Residential Life received approval to raise housing rates by 3.0% in January 2014 and will return to the Board in early 2015 for approval of academic year 2015-2016 (Fiscal Year 2016). The room rates that will be proposed for the new facilities are anticipated to match existing apartment style room rates. The Missouri S&T Residential Life Financial Plan Summary is attached.

Missouri University of Science and Technology has experienced significant enrollment growth over the past decade. As a result, demand on housing has increased proportionally. In 2013, the University hired Brailsford and Dunlavey to conduct a financial and market analysis to develop a better understanding of where students are currently choosing to live, how much they pay, what kinds of amenities they are expecting and finding in the local market, what forms of transportation they utilize, and what market forces are at play in the region that may affect the supply of, and demand for, relevant types of housing. The analysis also factored in the need to replace the Quad Residential Buildings that were constructed in the 1950’s and 1960’s. The campus currently has a total capacity of 2149 beds. The Quad Residential Buildings provide 420 beds. The study found that by demolishing the Quad Residential Buildings the remaining bed count of 1,729 would fall 557 beds short of demand in 2015-2016 based on 1% annual enrollment growth.

This project will provide new apartment style housing with 450 beds allowing the Residential Life department to address the demand. It is anticipated that leased or purchased properties will provide for the additional shortfall. Final construction will include a mixture of bed arrangements to allow flexibility to meet student needs and preferences. The new facility will be located at the NE corner of Interstate 44 and University Drive. The University will raze temporary metal facilities that were constructed in 1945. These facilities currently serve as storage units for the campus. The contents of these facilities will be absorbed in other locations on campus.

Additionally, Nagogami Apartments will be razed to allow for construction of the new facilities. These apartments were built in 1959. Razing the Nagogami Apartments and the Quad Residential Buildings will reduce deferred maintenance for the campus by $35,576,798.
The construction estimate for this project is $180/gsf. This compares with similar facilities construction cost ranges in our region. The project is scheduled to be completed in August 2016. The project will be delivered as a Design/Build project. The Design/Build team will be selected through a competition process that will be finalized in September 2014.
### Missouri S&T Residential Life Financial Plan

**FY13** | **FY14** | **FY15** | **FY16** | **FY17** | **FY18** | **FY19** | **FY20** | **FY21** | **FY22** | **FY23**
--- | --- | --- | --- | --- | --- | --- | --- | --- | --- | ---
**Operations**
Revenue
Residence Halls | 16,188,737 | 17,082,451 | 17,184,098 | 17,728,249 | 19,499,257 | 20,159,738 | 20,843,475 | 21,542,231 | 22,264,790 | 23,011,968
Apartments | 243,603 | 250,900 | 258,400 | 30,000 | 31,800 | 32,800 | 34,800 | 36,900
Investment & Gift | 42,414 | 42,800 | 43,200 | 43,600 | 44,000 | 44,400 | 45,700 | 46,700
**Total** | 16,474,755 | 17,376,151 | 17,449,698 | 17,801,849 | 19,896,891 | 19,575,457 | 20,237,338 | 20,922,475 | 21,622,731 | 23,095,568

**Expenditures and Transfers**
Operating | 5,387,513 | 6,091,909 | 6,676,264 | 5,809,085 | 5,082,680 | 5,235,160 | 5,799,717 | 6,381,210 | 6,572,647 | 6,769,826
Housing Waivers | 527,720 | 543,600 | 559,900 | 594,000 | 611,800 | 630,200 | 649,100 | 688,600 | 709,400
Board | 3,714,428 | 3,825,900 | 3,400,000 | 3,950,000 | 4,068,500 | 4,190,600 | 4,316,300 | 4,445,800 | 4,579,200 | 4,858,100
Debt | 4,377,490 | 4,411,240 | 4,413,915 | 4,410,815 | 6,646,491 | 6,646,491 | 6,646,491 | 6,646,491 | 6,646,491 | 6,646,491
Transfer to Capital Pool | 833,333 | 1,550,469 | 1,622,154 | 1,622,154 | 1,918,890 | 1,744,002 | 1,796,322 | 1,850,212 | 1,905,718 | 1,962,890
**Total** | 15,156,385 | 16,748,497 | 17,007,371 | 17,133,663 | 19,392,514 | 18,590,991 | 18,949,354 | 19,725,947 | 20,525,886 | 21,371,250

**Net Revenue** | 1,318,369 | 627,654 | 442,327 | 668,186 | 504,377 | 984,466 | 1,287,984 | 1,196,529 | 1,096,845 | 1,404,457 | 1,724,318

**Debt Coverage Ratio**
Before Capital Pool Transfer | 1.49 | 1.49 | 1.47 | 1.52 | 1.36 | 1.40 | 1.46 | 1.45 | 1.44 | 1.50 | 1.55

**Cash Balance Before Internal Loans**
Operations
Beginning Balance | 133,065 | 1,451,435 | 2,079,089 | 2,521,416 | 3,189,602 | 3,693,979 | 4,678,445 | 5,966,429 | 7,162,958 | 8,259,802 | 9,664,259
Net Revenue | 1,318,369 | 627,654 | 442,327 | 668,186 | 504,377 | 984,466 | 1,287,984 | 1,196,529 | 1,096,845 | 1,404,457 | 1,724,318
Ending Balance | 1,451,435 | 2,079,089 | 2,521,416 | 3,189,602 | 3,693,979 | 4,678,445 | 5,966,429 | 7,162,958 | 8,259,802 | 9,664,259 | 11,388,577
Capital Pool Ending Balance | 7,497,626 | 5,597,962 | 7,250,233 | 8,918,250 | 10,898,884 | 12,672,818 | 14,514,440 | 16,425,925 | 18,409,515 | 20,467,521 | 22,602,324
**Total** | 8,949,061 | 7,677,051 | 9,771,649 | 12,107,852 | 14,592,885 | 17,351,263 | 20,480,869 | 23,588,883 | 26,669,317 | 30,131,780 | 33,990,901

**Maintenance and Repair**
Capital Pool Transfer | 833,333 | 1,550,469 | 1,622,154 | 1,918,890 | 1,693,206 | 1,744,002 | 1,796,322 | 1,850,212 | 1,905,718 | 1,962,890
Included in Operating Exp | 554,261 | 900,000 | 927,000 | 954,810 | 983,454 | 1,012,958 | 1,043,347 | 1,074,886 | 1,106,363 | 1,138,848
**Total** | 1,387,594 | 2,450,469 | 2,549,154 | 2,576,964 | 2,902,344 | 2,706,164 | 2,787,349 | 3,170,969 | 3,566,098 | 3,673,081 | 3,763,274

**Percent of Replacement Value**
1.12% | 1.98% | 1.96% | 1.99% | 1.89% | 2.00% | 2.00% | 2.21% | 2.41% | 2.41% | 2.41%
Recommended Action - Project Approval, New Residential Housing, Missouri S&T

It was recommended by Chancellor Schrader, endorsed by President Wolfe, recommended by the Finance Committee, moved by Curator ________________ and seconded by Curator ________________, that the following action be approved:

the project approval for the new residential housing project for Missouri University of Science and Technology.

Funding of the project budget is from Revenue Bonds: $30,000,000

Roll call vote Finance Committee  YES  NO
Curator Covington
Curator Cupps
Curator Goode
Curator Phillips
Curator Steward

The motion ________________.

Roll call vote Full Board:  YES  NO
Curator Bradley
Curator Covington
Curator Cupps
Curator Downing
Curator Goode
Curator Henrickson
Curator Phillips
Curator Steward

The motion ________________.
Revised Project Budget and Funding Approval  
Swallow Hall Renovation/Reconstruction  
MU

The University of Missouri-Columbia requests approval to increase the project budget for the Swallow Hall Renovation and Reconstruction from $11,500,000 to $16,944,800 and to fund the $5,444,800 increase from Campus Facilities Reserves ($5,244,800) and a contribution from the College of Arts and Sciences ($200,000). In June 2013, the Board approved the Swallow Hall Renovation and Reconstruction with a total project cost of $11,500,000 funded from $8,600,000 Revenue Bonds Refinancing, and $2,900,000 Campus Facilities Reserves. With this change, the funding from Campus Facilities Reserves increases to $8,144,800. The Jesse Hall – Fire Safety System, Elevators, and HVAC Project was bid with Swallow Hall and is currently under budget by $1,419,800. The savings from this project will be used to help offset the cost on the Swallow Hall project.

This project is a comprehensive renovation and structural replacement of Swallow Hall. Constructed in 1893, Swallow Hall stands on the east side of the Francis Quadrangle just north of Jesse Hall. The 30,100 gross square foot (gsf) brick masonry building will retain its exterior appearance, while the interior will be demolished and then rebuilt with modern spaces. With a new structural system, non-functional areas of the building are replaced with fully functional, code compliant areas resulting in a net increase of 8,349 GSF, or 28% of the building’s gross square footage without significantly impacting the overall historic character of the building. The work required to address the structural and masonry issues to maintain this historic building’s exterior façade has significantly increased the cost. The revised construction cost for this project is $351.78/gsf.

During the design process, field investigations by the design team revealed that structural repair and reinforcement requirements to renovate and extend the life of the historic building shell were more significant than anticipated. Testing of the historic brick masonry walls indicated less structural capacity than similar buildings of that era on campus. The walls would need to be strengthened to stabilize the building shell during construction and to meet code compliant wind and seismic loads as well as address sustainable maintenance costs for the next 100 years and beyond. The design investigations and staff reviews also identified adjacent and related site utility infrastructure improvements that were needed, which also added to the original project scope. And finally, the complexities of coordinating major construction within the tight quarters of the Swallow site, and an escalating construction market, influenced higher construction costs on bid day. The lowest bid exceeded the final construction cost estimate by $1,735,861, or 14.74% ($13,547,500 vs. $11,811,639.)

The additional work includes:

- Masonry wall reinforcement: Full grout injection of all existing masonry walls and ventilation chases within the walls
- Additional underpinning of existing masonry wall foundations.

June 19-20, 2014
• Additional structure due to wind and seismic design requirements.
• Interior (in lieu of exterior) shoring due to site constraints – added complexity and phasing.
• Telecom infrastructure: Construction of a new telecom ductbank and associated fiber replacement due to poor condition of existing telecom infrastructures along adjacent routes. Additionally, this requires replacement of service to the Chancellor’s residence as well as to Swallow Hall.
• New water service and entrance due to condition and location of existing service on Francis Quad.
• Replace sanitary line serving Chancellor Residence due to existing poor condition and service and the addition of a new sanitary manhole.
• Replace existing historic attic windows due to deteriorating condition.
• Replace existing exterior stone steps due to deteriorating condition – safety.
• Tiered floor and fixed seating at lecture hall – requested and funded by the Dean of Arts and Science.
• Two laboratory spaces are upgraded to wet labs with fully functioning fume hoods to match general education building standards for laboratories.

This work is included in the project base bid. The revised budget includes $276,578 for additional design costs to the AE, International Architects Atelier (Hispanic American MBE), Kansas City, Missouri.

The project schedule is changed to include time to properly reinforce the existing building and phase the deconstruction and removal of building infrastructures to be replaced. Construction will start in July 1, 2014 and will be completed in February 2016. This is a 20 month construction window, or approximately 8 months longer than originally anticipated.
Recommended Action – Revised Project Budget and Funding Approval, Swallow Hall Renovation/Reconstruction, MU

It was recommended by Chancellor Loftin, endorsed by President Wolfe, recommended by the Finance Committee, moved by Curator _______________, and seconded by Curator _______________, that the following action be approved:

that the previously approved project budget for the Swallow Hall Renovation and Reconstruction be increased from $11,500,000 to $16,944,800 and to fund the $5,444,800 increase from Campus Facilities Reserves ($5,244,800) and the College of Arts and Sciences ($200,000) for the University of Missouri-Columbia.

Funding of the project budget is from:

- Revenue Bonds Refinancing $ 8,600,000
- Campus Facilities Reserves 8,144,800
- College of Arts & Sciences 200,000
- Total Funding $16,944,800

Roll call vote Finance Committee

YES NO
Curator Covington
Curator Cupps
Curator Goode
Curator Phillips
Curator Steward

The motion ________________.

Roll call vote Full Board:

YES NO
Curator Bradley
Curator Covington
Curator Cupps
Curator Downing
Curator Goode
Curator Henrickson
Curator Phillips
Curator Steward

The motion ________________.

June 19-20, 2014
No. 5

Recommended Action - Adjourn Board of Curators Finance Committee Meeting

It was moved by Curator __________ and seconded by Curator __________, that the Board of Curators Finance Committee Meeting, June 19-20, 2014, be adjourned.

Roll call vote of the Committee:

Curator Covington
Curator Cupps
Curator Goode
Curator Phillips
Curator Steward

The motion _______________.

June 19-20, 2014
GENERAL BUSINESS

DAY TWO
BOARD OF CURATORS
CHAIRMAN’S REPORT

There are no materials for this information item.
INFORMATION TECHNOLOGY  
ANNUAL REPORT

There are no materials for this information item.
UNIVERSITY OF MISSOURI
STRATEGIC PLAN HIGHLIGHTS

There are no materials for this information item.
CONSENT AGENDA
CONSENT

Recommended Action - Consent Agenda

It was endorsed by President Wolfe, moved by Curator ___________ and seconded by Curator ___________, that the following items be approved by consent agenda:

CONSENT AGENDA

1. Minutes, April 1, 2014 Executive Committee Meeting
2. Minutes, April 10-11, 2014 Board of Curators Meeting
3. Minutes, April 10-11, 2014 Board of Curators Committee Meetings
4. Minutes, April 28, 2014 Board of Curators Special Meeting
5. Minutes, May 1, 2014 Board of Curators Special Meeting
6. Degrees, Summer Semester 2014 for all campuses
7. Approval of Spinal Cord Injuries and Congenital or Acquired Disease Processes Research Program Proposals
8. Rescind, CRR 430.010 Procedures for Administration of the Research Assistance Act SB 426, UM
9. Retroactive Degree, UMKC

Roll call vote of the full Board: YES NO

Curator Bradley
Curator Covington
Curator Cupps
Curator Downing
Curator Goode
Curator Henrickson
Curator Phillips
Curator Steward

The motion ________________.
Consent 1

Recommended Action - Minutes, April 1, 2014 Board of Curators Executive Committee Meeting

It was moved by Curator _______________ and seconded by Curator _________________, that the minutes of the April 1, 2014 Board of Curators Executive Committee meeting be approved as presented.

Roll call vote: YES NO

Curator Bradley
Curator Covington
Curator Cupps
Curator Downing
Curator Goode
Curator Henrickson
Curator Phillips
Curator Steward

The motion _________________.

June 19-20, 2014

OPEN – CONSENT – 1-1
Consent 2

Recommended Action - Minutes, April 10-11, 2014 Board of Curators Meeting

It was moved by Curator ______________ and seconded by Curator ______________, that the minutes of the April 10-11, 2014 Board of Curators meeting be approved as presented.

Roll call vote: YES NO
Curator Bradley
Curator Covington
Curator Cupps
Curator Downing
Curator Goode
Curator Henrickson
Curator Phillips
Curator Steward

The motion ________________.
It was moved by Curator _______________ and seconded by Curator _______________, that the minutes of the April 10-11, 2014 Board of Curators Committee meetings be approved as presented.

Roll call vote: YES NO
Curator Bradley
Curator Covington
Curator Cupps
Curator Downing
Curator Goode
Curator Henrickson
Curator Phillips
Curator Steward

The motion ________________.
It was moved by Curator _______________ and seconded by Curator _______________ that the minutes of the April 28, 2014 Board of Curators Special Meeting be approved as presented.

Roll call vote:

YES    NO
Curator Bradley
Curator Covington
Curator Cupps
Curator Downing
Curator Goode
Curator Henrickson
Curator Phillips
Curator Steward

The motion _______________.

June 19-20, 2014
Consent 5

Recommended Action - Minutes, May 1, 2014 Board of Curators Special Meeting

It was moved by Curator _______________ and seconded by Curator _______________, that the minutes of the May 1, 2014 Board of Curators Special Meeting be approved as presented.

Roll call vote: YES NO
Curator Bradley
Curator Covington
Curator Cupps
Curator Downing
Curator Goode
Curator Henrickson
Curator Phillips
Curator Steward

The motion ________________.

June 19-20, 2014

OPEN – CONSENT – 5-1
Consent 6

Recommended Action - Approval of Degrees, Summer Semester 2014

It was recommended by the Chancellors, endorsed by President Timothy M. Wolfe, moved by Curator __________ seconded by Curator __________, that the following action be approved:

that the action of the President of the University of Missouri System in awarding degrees and certificates to candidates recommended by the various faculties and committees of the four University of Missouri System campuses who fulfill the requirements for such degrees and certificates at the end of the Summer Semester 2014, shall be approved, and that the lists of said students who have been awarded degrees and certificates be included in the records of the meeting.

Roll call vote of the Board: YES NO

Curator Bradley
Curator Covington
Curator Cupps
Curator Downing
Curator Goode
Curator Henrickson
Curator Phillips
Curator Steward

The motion __________________.
Spinal Cord Injuries and Congenital or Acquired Disease Processes
Research Program

The 91st General Assembly enacted legislation (HB 218 and HB 302, 2001) to provide support for a program of research projects that promote and advance knowledge in the areas of spinal cord injuries and congenital or acquired disease processes. As part of this legislation, there was created in the state treasury a “Spinal Cord Injury Fund” from which annual appropriations are to be made for the use of the Board of Curators of the University of Missouri. The primary source of money for this fund is a surcharge of two dollars levied on certain costs in criminal cases including violations of any county ordinance or any violation of criminal or traffic laws of the state.

The research grants funded by these appropriations are to be awarded by the Board of Curators to investigators who are affiliated with a public or private educational, health care, voluntary health association or research institution, based on the recommendations of an Advisory Board appointed by the Board of Curators for this purpose. Individual awards (originally limited to $50,000 per year, but increased in 2010 to $250,000 per year) shall expire at the end of one or two years. The objective of the grants is to obtain preliminary data to test hypotheses and to enable investigators to develop subsequent competitive applications for long-term funding from other sources. The research projects are to be conducted in Missouri.

“Congenital” spinal cord abnormalities include birth defects affecting the spinal cord such as spina bifida. In addition to traumatic injuries to the spinal cord that lead to paralysis, “acquired” abnormalities could include Friedreich’s ataxia, which manifests itself in teenage years and appears to run in families, and paralysis due to multiple sclerosis, polio, etc. Approximately 450,000 people in the United States have sustained traumatic spinal cord injuries (SCI), with approximately 11,000 new cases of SCI in the US every year. The majority (78%) of SCI victims are males. Most of the injuries result from motor vehicle accidents (50%), falls (24%), violence (11%), or sports injuries (9%).

The action requested of the Board is to approve funding for three research proposal approved by the Spinal Cord Injury Advisory Board.
Consent 7

Recommended Action - Spinal Cord Injuries and Congenital or Acquired Disease Processes Research Program Proposal

It was recommended by Executive Vice President of Academic Affairs, Henry C. Foley, Ph.D., endorsed by President Timothy M. Wolfe, recommended by the Academic, Student and External Affairs Committee, moved by Curator __________, and seconded by Curator __________, that the following actions be approved:

that the research proposals approved by the Spinal Cord Injuries Research Program Advisory Board be approved as presented on the following pages.

Roll call vote of the Committee: YES NO
Curator Covington
Curator Cupps
Curator Henrickson
Curator Steward

The motion ______________.

Roll call vote of the Board: YES NO
Curator Bradley
Curator Covington
Curator Cupps
Curator Downing
Curator Goode
Curator Henrickson
Curator Phillips
Curator Steward

The motion ______________.

June 19-20, 2014

OPEN – CONSENT 7-2
SPINAL CORD INJURIES AND CONGENITAL OR ACQUIRED DISEASE PROCESSES RESEARCH PROGRAM

PROPOSAL RECOMMENDED FOR FUNDING
2014

I. Exploring the therapeutic potential of P2 nucleotide receptors in amyotrophic lateral sclerosis

   Gary Weisman
   Department of Biochemistry;
   College of Agriculture, Food and Natural Resources
   University of Missouri-Columbia

   Total funding recommended $249,912

II. Genetic investigation of pediatric spinal deformity

   Christina Gurnett
   Neurology, Pediatrics, and Orthopedic Surgery
   Washington University

   Total funding recommended $250,000

III. Comprehensive miRNA analysis of specific cell types in spinal cord

   Timothy M. Miller
   Neurology
   Washington University

   Total funding recommended $250,000

June 19-20, 2014

OPEN – CONSENT 7-3
I. ABSTRACT:

*Gary Weisman*

*Exploring the therapeutic potential of P2 nucleotide receptors in amyotrophic lateral sclerosis*

Amyotrophic lateral sclerosis (ALS) is a devastating neurological disorder characterized by selective motor neuron degeneration in the spinal cord, brainstem and motor cortex. Although the primary cause of motor neuron degeneration is uncertain, chronic neuroinflammation is considered to be an important contributing factor. Recently, nucleotides (ATP and UTP) have been recognized as danger signals released from stressed or injured cells to alert surrounding cells to initiate inflammation and begin repair by activating P2 nucleotide receptors. Research by our group and others has found that two nucleotide receptors, the ATP-gated P2X7 receptor ion channel (P2X7R) and the G protein-coupled P2Y2 receptor (p2Y2R), mediate opposing responses (neurodegeneration for P2X7R and neuroprotection for P2Y2R) under a variety of neurodegenerative conditions, including spinal cord injury, Alzheimer’s disease and autism. In acute inflammation, P2X7R activation mediates upregulation of the neurprotective P2Y2R, whereas chronic activation of the P2X7R leads to neurodegeneration. Therefore, we propose to investigate the dual roles of the P2X7R and the P2Y2R in the homeostatic regulation of neuroprotection/neurodegeneration during progression of ALS-like pathology in SOD1-G93A mice. Specifically, we will evaluate the effect of P2Y2R knockout on the progression of ALS using the SOD1-G93A mouse (Aim 1) and will investigate the therapeutic potential of purinergic modulation in SOD1-G93A mice (Aim 2). We propose that a greater understanding of the role of nucleotides and their receptors in this ALS model should elucidate novel pharmacotherapeutic approaches for enhancing neuroprotective responses in the face of inflammation and neurodegeneration, particularly during early and intermediate phases of ALS progression.
II. ABSTRACT:

Christina Gurnett
Genetic investigation of pediatric spinal deformity

Spinal cord injury occurs in approximately 1% of scoliosis patients who are treated surgically. Pediatric cases, representing the largest group, have an even higher rate of new neurological deficits. Major spinal fusion surgery is performed on more than 30,000 children per year at an annual cost of $3 billion. The vast majority of these patients have adolescent idiopathic scoliosis (AIS), a disorder that is highly heritable as evidenced by the high concordance rate in twin studies and the increased risk to first-degree relatives. However, very little is known about the genes responsible for causing AIS. The goal of the current research is to identify novel candidate genes for AIS using whole exome sequencing and targeted resequencing. These experiments will allow us to test the hypothesis that rare gene variants play a role in AIS pathogenesis. Our study focuses on familial and surgically treated cases that form an extreme disease phenotype that are likely to be enriched for genetic variants. To identify AIS candidate genes in our families, we will perform exome sequencing of affected individuals from 10 families with surgically treated spinal deformity. Validation of selected candidate genes will then be performed using a gene-based mutational load case-control study comparing 800 AIS cases and 4300 population controls. Understanding the mechanisms underlying AIS pathogenesis is necessary to develop better AIS prevention strategies that will ultimately reduce the need for spinal surgery and risk of spinal cord injury.
III. **ABSTRACT:**

*Timothy M. Miller*

*Comprehensive miRNA analysis of specific cell types in Spinal Cord*

MicroRNAs (miRNAs) are recently-discovered, small, non-coding RNAs that regulate translation of coding RNAs. It is likely that miRNAs are changed in nearly all disorders of the spinal cord, yet it has been hard to determine which cells express which miRNAs. To understand cell type specific miRNA expression, we will express an Argonaute2 (Ago2)-GFP-myc construct in mice in all neurons, motor neurons, astrocytes, or microglia. Since most miRNAs in a cell are linked to the miRNA processing protein Argonaute2 (Ago2), expressing a GFP-tagged version of Ago2 only in a particular cell type such as motor neurons, allows us to use GFP antibodies to isolate the miRNAs from just this particular cell type. We will also apply this technique to an Amyotrophic Lateral Sclerosis (ALS) mouse model. Understanding which miRNAs are expressed in which cells in the spinal cord will enable basic studies of miRNAs and guide biomarker/therapeutic approaches in disease.
Amendment to Collected Rules and Regulations
430.010 Procedures for Administration of the Research Assistance Act
(SB 426)

In 1982, the Missouri State legislature enacted and the University of Missouri Board of
Curators passed the Missouri Research Assistance Act (MRAA) with the intent that it be
administered by the University of Missouri System. In the MRAA, the legislature agreed
to provide state monies if the project attracted industry funds to Missouri. However, since
that time, the last state appropriation was received in 1991 and in the following year the
governor vetoed a $200,000 appropriation. There have been no appropriations since thus it
is recommended that section 430.010 Procedures for Administration of the Research
Assistance Act (SB 426) be rescinded.

These revisions have been reviewed and approved by General Council.
Recommended Action – Amendment to the Collected Rules and Regulations, Section 430.010 Procedures for the Administration of the Research Assistance Act (SB 426)

It was recommended by Executive Vice President Henry C. Foley, endorsed by President Timothy M. Wolfe, recommended by the Academic, Student and External Affairs Committee, moved by Curator ____________, seconded by Curator ____________, that the following action be approved:

that the Collected Rules and Regulations 430.010 Procedures for the Administration of the Research Assistance Act (SB 426) be rescinded.

Roll call vote of the Board: YES NO

Curator Bradley
Curator Covington
Curator Cupps
Curator Downing
Curator Goode
Curator Henrickson
Curator Phillips
Curator Steward

The motion ____________.
Collected Rules and Regulations
Research
Chapter 430: Research Assistance Act

430.010 Procedures for Administration of the Research Assistance Act (SB 426)

Bd. Min. 6-18-82; Bd. Min. 9-12-86.

A. **Steering Committee** — A steering committee shall be established by the President to include at least one representative from each of the universities as defined by the law. The committee shall consist of no more than eight members of the faculty and administrative staff of the eligible universities, and no more than four persons chosen from outside the universities.

B. **Competitions** — There will be at most two competitions per year, with deadline dates established by the steering committee.

C. **Proposals** — Proposals may be submitted either for research projects or applied projects, as defined in the law. No more than 25 percent of the amount appropriated in any year may be used for applied projects of unusual promise. Only projects to which contributions were not committed for the same or related work prior to August 13, 1982 are eligible.

0. Any proposal submitted must include:

---

--- A description of the proposed project.

--- Resumes of the principal investigators and other information about the capability of the individual and the proposing unit to complete the project successfully. A detailed budget must be included in this section, along with a description of available space, equipment, computer services, and any other
support that is necessary for carrying out the proposed project.

A full description of ways in which the project will enhance employment opportunities within Missouri and, in the case of research projects, an explanation of the potential of the project to encourage private investment for a research project that would affect the Missouri economy.

An administrative endorsement by the Chancellor, President, or Vice President responsible for the submitting unit.

J. **Review Panel**—The steering committee will select for each proposal a review panel to include persons from outside the universities in that field and persons capable of evaluating the potential economic impact of the proposal. The panel will review the proposal and such additional information as may be needed and will submit individual written reports to the steering committee. Appropriate honoraria for the services of the review panel will be provided.

K. **Recommendation for Funding**—The steering committee will review each proposal and the written evaluations from the review panel and will make a recommendation about funding to the President of the University, who in turn will make a recommendation to the Board of Curators for a final decision.

L.A. **Funds Awarded**—Funds awarded will be transferred upon receipt of matching funds, to the chancellor, or Vice President responsible for the proposing unit. That administrator will be responsible for administration of the funds in accord with the law and with other policies adopted by the Board of Curators and promulgated by the President. An annual report summarizing expenditures from the fund will be made to the Board of Curators. This section of the Collected Rules has been
rescinded per approval of the University of Missouri Board of Curators on June 20th, 2014.
Collected Rules and Regulations
Research
Chapter 430: Research Assistance Act

430.010 Procedures for Administration of the Research Assistance Act (SB 426)

Bd. Min. 6-18-82; Bd. Min. 9-12-86.

This section of the Collected Rules has been rescinded per approval of the University of Missouri Board of Curators on June 20th, 2014.
Retroactive Degree, UMKC

The University of Missouri-Kansas City campus has one retroactive Bachelor of Arts in Secondary Education degree with an emphasis in English to award to Peggy Mulvihill for the Winter 1993 term. The Provost and Chancellor have reviewed the supporting documentation and letter of support from the Dean of the School of Education as well as her academic records and are satisfied that this student has completed her programs of study.
Recommended Action – Retroactive Degree, UMKC

It was recommended by Executive Vice President Henry C. Foley, endorsed by President Timothy M. Wolfe, recommended by the Academic, Student and External Affairs Committee, moved by Curator _____________, seconded by Curator ________________, that the following action by approved:

that the action of a awarding retroactive degree to one candidate is recommended by the provost and the chancellor of the University of Missouri-Kansas City campus who fulfilled the requirements for such degree, shall be approved, and that said student and supporting materials be included in the records of the meeting.

Roll call vote of the Committee  YES   NO
Curator Covington
Curator Cupps
Curator Henrickson
Curator Steward

Roll call vote of the Board:  YES   NO
Curator Bradley
Curator Covington
Curator Cupps
Curator Downing
Curator Goode
Curator Henrickson
Curator Phillips
Curator Steward

The motion ______________.

GENERAL BUSINESS

DAY TWO (continued)
GOOD AND WELFARE OF THE BOARD

There are no materials for this information item.
Recommended Action - Resolution for MU 175th Anniversary

It was endorsed by President Wolfe, recommended by Chairman Downing, moved by Curator _______________ and seconded by Curator _________________, that the following resolution recognizing the 175th Anniversary of the University of Missouri-Columbia be approved:

RESOLUTION

WHEREAS, the University of Missouri was established in 1839 when 900 Boone County residents donated land and cash to establish the first public university west of the Mississippi River and the first state university in Thomas Jefferson’s Louisiana Purchase territory; and

WHEREAS, MU established the first civil engineering program west of the Mississippi River in 1849, the nation’s first College of Education at a public university in 1868, the world’s first School of Journalism in 1908 and Missouri’s first and only College of Veterinary Medicine in 1946; and

WHEREAS, MU started with a graduating class of two students in 1843 and has since become a global economic and scholarly powerhouse with an enrollment of 34,658 students and more than 271,000 living alumni worldwide; and

WHEREAS, MU is both a land-grant university and the largest public research university in Missouri with a statewide mission of service to citizens, including extension programs that provide university resources and expertise to people in all 114 Missouri counties and the City of St. Louis; and

WHEREAS, based on its quality of teaching, research and scholarship, MU was invited to become a member of the prestigious Association of American Universities (AAU) in 1908, joining 60 top-tier American universities; and

WHEREAS, MU has 18 schools and colleges and offers 317 degrees and certificates, including 70 online options, to help students reach their career and personal goals; and

WHEREAS, MU’s values of Respect, Responsibility, Discovery and Excellence serve as the foundation of the university’s mission of teaching, research, service and economic development; and

WHEREAS, MU’s research expenditures have grown to more than $235 million annually; and
WHEREAS, MU is known for its collaborative, interdisciplinary culture and has incomparable expertise on a global scale in Food for the Future, One Health/One Medicine, Sustainable Energy and Media of the Future; and

WHEREAS, MU educates 26 percent of undergraduates, 24 percent of master’s students, 36 percent of first-professionals and 60 percent of doctoral students at Missouri’s public institutions; and

WHEREAS, with six hospitals, a School of Medicine, a School of Nursing and a School of Health Professions, the MU Health System is one of the most comprehensive health care networks in Missouri; and

WHEREAS, Mizzou’s more than 520 student-athletes rank second in the Southeastern Conference for Academic Progress Rate; and

WHEREAS, MU is a $2.1 billion enterprise that operates 24/7 and accounts for 71 percent of the research dollars flowing to Missouri’s public universities, generating new knowledge and jobs to power the state and national economies:

NOW, THEREFORE, BE IT RESOLVED, that the Board of Curators, on behalf of the students, faculty, staff and alumni of the University of Missouri, and on behalf of the citizens of the state of Missouri, hereby adopts this resolution to honor the University of Missouri-Columbia for 175 years of extraordinary accomplishments as an institution of higher learning; and

BE IT FURTHER RESOLVED, that the Secretary of the Board of Curators cause this resolution to be spread upon the minutes of this meeting and that a duly inscribed copy thereof be furnished to Chancellor R. Bowen Loftin as representative of the entire MU community.

Roll call vote: YES NO

Curator Bradley
Curator Covington
Curator Cupps
Curator Downing
Curator Goode
Curator Henrickson
Curator Phillips
Curator Steward

The motion ________________.
Recommended Action - Resolution for MU Extension’s Centennial Anniversary

It was endorsed by President Wolfe, recommended by Chairman Downing, moved by Curator _______________ and seconded by Curator _________________, that the following resolution recognizing the Centennial Anniversary of the University of Missouri Cooperative Extension Service be approved:

Resolution

WHEREAS, the federal Morrill Act of 1862 led to the University of Missouri’s status as a land-grant university in 1870, creating the College of Agriculture and Mechanic Arts (now the College of Agriculture, Food and Natural Resources) and widening opportunities for a university education to all citizens; and

WHEREAS, the United States Congress established the Cooperative Extension Service through the Smith-Lever Act in 1914, allowing universities to extend their services outside the classroom to citizens across the nation; and

WHEREAS, the Smith-Lever Act set the framework for an educational partnership among federal, state and local governments through land-grant universities; and

WHEREAS, this partnership has benefited the state of Missouri for 100 years through MU Extension, a trusted resource that brings relevant, reliable, responsive and research-based education to one million rural and urban citizens in all 114 Missouri counties and the City of St. Louis; and

WHEREAS, MU Extension faculty have made 2.3 million personal contacts with citizens, helping strengthen families, businesses and communities; and

WHEREAS, MU Extension specialists offer solutions to complex issues by delivering integrated programs associated with educational attainment; environmental concerns; community, economic, business and workforce development; global food systems; and health systems; and

WHEREAS, Cooperative Extension has made Missouri communities more sustainable and improved the quality of life for 282,000 youth through 4-H and programs for farmers, landowners, firefighters, business owners, managers, nurses, other professionals, community leaders and families; and

June 19-20, 2014
WHEREAS, MU Extension’s mission is as relevant today as it was a century ago:

NOW, THEREFORE, BE IT RESOLVED, that the Board of Curators, on behalf of the students, faculty, staff and alumni of the University of Missouri, and on behalf of the citizens of the state of Missouri, hereby adopts this resolution to acknowledge the many achievements of MU Extension and the extension movement through the nation during this, its 100th anniversary year; and

BE IT FURTHER RESOLVED, that the Secretary of the Board of Curators cause this resolution to be spread upon the minutes of this meeting and that a duly inscribed copy thereof be furnished to Chancellor R. Bowen Loftin as representative of the entire MU community.

Roll call vote: YES NO

Curator Bradley
Curator Covington
Curator Cupps
Curator Downing
Curator Goode
Curator Henrickson
Curator Phillips
Curator Steward

The motion ________________.
PRESIDENT’S REPORT

There are no materials for this information item.

It was moved by Curator __________ and seconded by Curator __________, that the public session of the Board of Curators meeting, June 19-20, 2014, be adjourned.

Roll call vote: YES NO

Curator Bradley
Curator Covington
Curator Cupps
Curator Downing
Curator Goode
Curator Henrickson
Curator Phillips
Curator Steward

The motion ________________.

Time: ________________________ Date: ________________________