



CODE OF ETHICS

I. MISSION

The Museum of Art & Archaeology preserves, researches, interprets, and shares art and artifacts with students, scholars, and the broader community to advance collective understanding of and respect for diverse artistic and cultural heritages.

II. INTRODUCTION AND GENERAL PRINCIPLES

The Museum of Art & Archaeology (“Museum”) is a department of the College of Arts & Sciences of the University of Missouri (“University”), part of the University of Missouri System (“System”). As an integrated part of the University, the Museum adheres to all University and System policies, including those relating to ethics, which can be found on the University and System websites as cited herein and updated from time to time. As a museum accredited by the American Alliance of Museums (“AAM”), the Museum also adheres to the AAM’s Code of Ethics for Museums (<https://www.aam-us.org/programs/ethics-standards-and-professional-practices/code-of-ethics-for-museums/>) and to all applicable legal instruments governing ownership, title, import, care, and other issues related to the acquisition, curation, and disposition of artistic and cultural materials.

This Code of Ethics is based upon the principle that the Museum serves as a public trust in its role as preserver of human culture and heritage and in its presentation of its materials with accuracy, honesty, and sensitivity. Employment at the Museum involves great responsibility and Museum employees must act with integrity and in accordance with stringent ethical principles and the highest standards of objectivity and fairness. The principles outlined in this document also apply to any individual or group—including the Museum’s governing authorities, staff, student employees, interns, docents, volunteers, and members of any Museum advisory committees or supporting groups—whose actions are, or may be construed as, representative of the Museum.

To that end, all persons associated with the Museum shall:

1. Fully and conscientiously fulfill the duties of their positions at or roles with the Museum;
2. Avoid conflicts of interest;
3. Refrain from misuse of the Museum’s name, reputation, property, or services, or actions that compromise its good will in the community;
4. Maintain working relationships among Museum or University faculty and staff, students, volunteers, and others involved with the Museum based on equity and mutual respect;
5. Treat diverse viewpoints and cultural practices with respect and sensitivity, and refrain from any words or actions that would injure the dignity of another person or group of people; and
6. Understand and seek to advance the Museum’s mission and make a good faith effort to comply with both the letter and the spirit of this Code of Ethics and any other applicable ethical codes of conduct specific to their position or responsibilities.

III. MUSEUM GOVERNANCE

As a department within the College of Arts & Science, the Museum is a part of the University and System, the ultimate governing body of which is the System Board of Curators. The Board of Curators delegates authority to the System president and University chancellor, who in turn delegate authority to the University Provost. The dean of the College of Arts & Science (“Dean”) reports to the provost, and the Museum Director, to whom responsibility is delegated for the day-to-day operations of the Museum and for management of its physical, human, and financial resources (per the Museum Director job description and appointment letter), reports to the Dean.

IV. MANAGEMENT, ADMINISTRATION, AND OPERATIONS OF THE MUSEUM

a. Professionalism

The Museum’s administration and governing authorities should respect the professional expertise of the Museum staff, who have been engaged because of their special knowledge or ability in some aspect of Museum activity. While responsibility for final decisions will normally rest with the Museum Director, the resolution of issues involving professional matters should take into account the opinions and professional judgments of relevant members of the Museum staff. Because expression of professional judgment is encouraged, staff will not be required to change or suppress their professional opinions to align with leadership decisions. Further, staff may not be required to act in conflict with the provisions of this Code or any national law or specialist code of ethics. If any individual feels that there is a significant difference between their ethical obligations to the Museum and those specified by codes specific to their discipline, they should bring the matter to the attention of the Director.

b. Volunteers

Volunteer participation within the Museum is a strong and vital tradition. A volunteer is any person who is working for or on behalf of the Museum who is not on the Museum, University, or System payroll. The staff should be supportive of volunteers, receive them as colleagues, and willingly provide appropriate training and opportunities for their intellectual enrichment. While volunteers participate in many Museum activities, those with access to the Museum’s collections, programs, and associated privileged information work in areas that are sensitive and must adhere to the Museum’s stated policies, working toward the betterment of the institution and not for personal gain other than the gratification, knowledge and satisfaction derived from Museum participation. Conflict of interest restrictions placed upon the Museum staff must be explained to volunteers and, where relevant, observed by them.

Volunteers and organizations associated with the Museum, including but not limited to the Museum Associates Board of Directors and Museum docents, should clearly understand the policies and programs adopted by the Museum and must adhere to such policies and programs. Volunteers must hold confidential those matters of program function and administration that are not generally known or available to the public.

c. Conflict of Interest

Conflicts of interest exist in situations when what is in one person’s best interest is not in the best interest of, or may harm, another person or organization to which such person owes loyalty. While all persons associated with the Museum are entitled to engage in the full range of personal and

professional activities of their choice, given their employment or other association with the Museum, they are subject to the following principles. They shall:

1. Understand and seek to advance the Museum’s mission and fully, and conscientiously fulfill the duties of their positions at or roles with the Museum;
2. Avoid conflicts of interest or the appearance of such conflicts, with respect to their relationship with the Museum—when a conflict or the potential for a conflict arises, the interests of the Museum must always take precedence over those of the individual;
3. Refrain from using one’s position at or relationship with the Museum for personal gain or for the gain of family members or friends; and
4. Bring matters to the attention of their supervisor for resolution whenever a matter arises that could be perceived as a conflict between the interests of the Museum and an outside or personal interest of an employee or an employee’s family.

Conflicts of interest are further defined and regulated by the University’s Collected Rules and Regulations (CRR), specifically 330.015, 410.020, and 420.030. More information can be found on the University “Conflict of Interest” website at <https://coi.missouri.edu/>. All staff members are required to familiarize themselves with the terms of these Rules and Regulations; copies are available in the Human Resources Department and located online: https://www.umsystem.edu/ums/rules/collected_rules/.

d. Gifts, Favors, or Discounts

Museum staff should be aware of possible ethical issues arising from relationships with donors, artists, collectors, vendors, and other individuals or organizations doing business or seeking to do business with the Museum:

1. Such personal relationships may give the appearance of favoritism or undue influence and could have legal and ethical implications. Museum staff should avoid even the appearance of misconduct or conflict of interest by refusing any gift, favor, or other dispensation of any tangible or intangible item or items having a monetary value in excess of amounts set forth by the System or that could be interpreted as influencing their professional performance regardless of value, offered from any person or entity, public or private, outside the University, with interests, financial or otherwise, that may be substantially affected by the recommendations, decisions, performance or non-performance of the duties of that staff person. The acceptance of gifts is further defined and regulated by CRR 330.015.
2. To avoid conflicts of interest, any gift that would be appropriate for addition to the Museum permanent collections should be redirected to the Museum or refused, even if of limited value (subject, however, to the Personal Collecting section of this Code).

Pursuant to University or System policies and with appropriate disclosure, Museum personnel may accept reimbursement for expenses and honoraria. If there are questions about appropriateness, Museum staff should discuss the circumstances with the Director before accepting the gift. Conflicts of interest are further defined and regulated by CRR 330.015, 410.020, and 420.030. More information can be found on the University “Conflict of Interest” website at <https://coi.missouri.edu/>.

e. Consulting and Other Employment

According to CRR 330.015, employees must avoid outside commitments and financial interests that are not compatible with impartial, objective and effective performance of their work with the University. Allowing one’s personal or outside interests to influence decisions for the System compromises personal integrity and can harm the organization’s reputation. All staff members are encouraged to familiarize themselves with the terms of these policies; copies are available in the Human Resources Office and located online. The University requires designated staff members to report consulting arrangements,

significant financial or managerial interests, and employment with outside entities whose financial or other interests would reasonably appear to be directly and significantly affected by their research or other University activities. Faculty and exempt staff are required to report annually and should also update their conflict of interest, conflict of commitment form if circumstances change or a new outside interest arises. Non-exempt staff are required to submit a conflict of interest, conflict of commitment form only if a new outside interest arises or circumstances change.

f. Museum Information

Information about the administrative and non-scholarly activities of the Museum that an employee or volunteer may acquire in the course of their duties, and which is not generally known or available to the public, must be treated as information proprietary to the Museum. Such information may not be used for personal advantage or for purposes detrimental to the Museum or its mission. No person associated with the Museum may use confidential information (e.g., information about donors or ownership of works of art) acquired through their position in any outside employment or activity without the express prior written consent of the Museum Director.

g. Use of Museum Property and Services for External Activities

Except in a purely incidental way, University resources, including but not limited to facilities, materials, personnel, software, equipment, or services, may not be used in external activities unless written approval has been received in advance from the Museum Director or their designee and such use complies with [Chapter 110 of the University of Missouri Collected Rules and Regulations](#).

h. Use of University Name or Museum Name

The name of the “University of Missouri” may not be used as an endorsement of a Museum staff member’s non-University related activities without express and advance written approval of the Dean of the College of Arts & Science. Museum staff members may list their institutional affiliation in professional books, articles, and monographs they author or edit and in connection with professional workshops they conduct or presentations they offer.

Likewise, the name of the Museum shall not be used by staff members or volunteers in activities external to the Museum, except as a required statement of place of employment. Staff members shall be careful not to affiliate the name of the Museum with the expression of social, historical, economic, or political opinions or viewpoints, except as officially approved by the Museum’s Director and the Dean of the College of Arts and Science.

i. Political Activity

Laws and regulations place numerous restrictions on the university’s role in political activities and lobbying. Members of the university community engaging in political activity must do so as individual citizens, on their own time, and at their own expense. Political activities by faculty and staff members are defined and regulated by CRR 330.050, 330.040, and 330.030. More information can be found in the University Code of Conduct <https://missouri.edu/about>. Copies of these policies are available in the Human Resources Department and online. These policies describe the provisions relating to seeking election or appointment to public offices or political positions.

j. Personal Collecting

Personal art collecting by members of the staff is allowed, subject to the following guidelines for persons having significant responsibility for acquiring art objects for the Museum (Director, Deputy Directors, Collections Curators, and Registrar, hereafter called Collections Committee Members):

1. Collections Committee Members shall not collect objects for their personal ownership in real or apparent competition or conflict with the Museum;
2. Collections Committee Members shall not sell to or trade works of art with the Museum except where the specific transaction is approved in advance in writing by the Dean of the College of Arts & Science; and
3. Objects deaccessioned from the Museum may not be sold to or acquired by Collections Committee Members.

To aid in the administration of this Code, the Museum shall have the option to purchase from a Collections Committee Member at their cost, including related expenses, any art object such staff member has acquired under circumstances that involve a known conflict of interest. The option to purchase shall be exercised by the Museum within 90 days of disclosure to or discovery of the facts involved. The right of the Museum to acquire from a Collections Committee Member shall not extend to art objects collected prior to the date they became a staff member, or to objects that are genuine bequests or genuine personal gifts to a Collections Committee Member as a result of friendships or family relationships and not otherwise a violation of this Code.

While it is expected that the foregoing and other requirements of these guidelines will be effective in minimizing or eliminating conflicts of interest, it is suggested that where doubt exists as to the presence of a conflict, the Collections Committee Member should present full details orally or in writing to the Collections Committee for a determination prior to proceeding with the contemplated transaction.

k. Art Dealing

No Collections Committee Member may act as an art dealer. Upgrading a personal collection by occasional trades or purchases is not considered dealing in works of art. The acquisition and deletion of objects from a personal collection may require disclosure if they give rise to a potential or perceived conflict of interest. The sale of art objects is prohibited on Museum premises, except where indicated in Museum policy relating to the Museum Store and events organized by Museum Associates that do not otherwise violate this Code or give rise to an actual or perceived conflict of interest.

l. Loans of Art Objects to the Museum by Staff or Others Associated with the Museum

While loans of objects by Museum or University faculty and staff, volunteers, or those associated in some way with the Museum can be of benefit to the Museum, it should be recognized that exhibition can enhance the value of the exhibited object and thus the loan may be perceived as a conflict of interest.

Care should be used to maintain objectivity in such cases. In any case where such a conflict might be perceived, particulars regarding potential conflicts of interest must be fully disclosed and made transparently available to others, and if the individuals involved have a formal or informal role in decision-making within the Museum they should recuse themselves from all related discussions.

m. Staff Assistance

Members of University administration, faculty, staff, docents, interns, and volunteers may receive

technical assistance and expertise from the Museum staff to the extent that such assistance would be offered to a member of the general public.

n. Equal Opportunity

The University of Missouri does not discriminate on the basis of race, color, religion, national origin, ancestry, sex, sexual orientation, gender identity, gender expression, age, disability or status as a protected veteran. Discrimination on the basis of pregnancy, childbirth or related medical conditions is also prohibited. The University's nondiscrimination policy applies to all phases of its employment process, its admission and financial aid programs and to all other aspects of its educational programs and activities. Further, this policy applies to sexual violence and sexual harassment (forms of sex discrimination) occurring both within and outside of the university context if the conduct negatively affects the individual's educational or work experience or the overall campus environment. Retaliation directed to any person who pursues a discrimination complaint or grievance, participates in a discrimination investigation or otherwise opposes unlawful discrimination is prohibited. In addition, MU does not discriminate on the basis of sex in our education programs or activities, pursuant to Title IX and 34 CFR Part 106 (see <https://missouri.edu/eeo-aa>).

o. Ownership of Scholarly Material

Staff members are encouraged to write and publish, both for the Museum and independently. Ownership of work results and copyright is governed by the University's "Copyright Policy," see CRR 100.030 and any other intellectual property provisions of the University or System, copies of which are available in the Human Resources office and on-line.

p. Development and Fundraising

The Museum's ability to fulfill its mission and serve its public depends, in large part, on the scale of resources available. Funding from businesses and individuals through development and fundraising activities enhances the Museum's capacity to achieve its mission and serve its audiences more effectively.

As part of the University, all development and fundraising activities must comply with applicable law and established University policies. Such support must always advance the Museum's stated mission and avoid real or perceived conflicts of interest. While restrictions or conditions of support are generally not accepted, if in a particular instance such conditions are accepted, they must be explicitly stated and agreed by all parties in writing at the time of the gift.

While the Museum does not exclude particular businesses or categories of businesses from support of Museum activities, any offers of support, underwriting or sponsorship—and any attendant forms of recognition—will be reviewed on a case-by-case basis to ensure that the support advances and is consonant with the Museum's stated mission.

q. Staff Transitions, Continuity, and Records Retention

The Museum has ethical, practical, and legal obligations to thoroughly document and retain work products related to its collection, interpretation, business, and other activities. Prior to departure from the Museum, staff must ensure that all work product materials are in good order and accessible to their successors. If feasible, employees should provide status reports and priority lists on ongoing and future projects to their supervisor and the Director prior to their departure.

The Museum follows the University's document retention and destruction guidelines to the extent they do not conflict with the Museum's duties to retain accurate records regarding collections and programming. These include guidelines for retention and disposal of a range of records, handling of confidential records under both FERPA and HIPPA guidelines, backup, imagery and web access to documents, archival procedures, records audits, and electronic records.

Records retention is defined and regulated by CRR 180.010 and Policy 23001. Additionally, as a public institution the University must comply with RSMO 109 and 610. More information can be found on the University "Records Retention Guide" website at <https://www.umsystem.edu/ums/fa/management/records/guide>

r. Whistleblower Protection

The Museum is subject to the University's official whistleblower policy in HR-520 "Reporting University Related Misconduct," which states that "any threat of or attempt to penalize or retaliate against an employee for filing a good faith report or participating in the investigation of a good faith report regarding University-related misconduct will be considered a separate and distinct violation of University policy." Employees or others who suspect fraud or fiscal misconduct may report their concerns without fear of reprisal, either through their supervisors, higher level supervisors, or through any of the avenues provided on the "Reporting Concerns" website <https://www.umsystem.edu/ums/ecas/reportingconcerns>.

V. COLLECTION MANAGEMENT POLICIES

a. Management, Maintenance, and Conservation

The Museum derives its central purpose and its usefulness to the University and the general public from its collections, which are an essential part of the cultural fabric shared by the University, city, state, nation, and world. An ethical duty of the Museum is to transfer to posterity, when possible, in enhanced form, the material record of human culture. The Museum Director and curatorial staff must maintain intellectual and custodial control over the collection, monitoring the location and condition of the objects held.

Each object is an integral part of a historical and cultural composite, including a body of information about the object that establishes its proper place and importance and without which the value of the object is diminished. The maintenance of this information in orderly and retrievable form, its public availability where appropriate, and the educational programs whereby the public may better understand the collections are critical concerns of the Museum staff, especially those charged with collections management.

Procedures must be maintained for the periodic evaluation of the condition of the collections and for their general and specific maintenance in keeping with professionally accepted standards. Management of the Museum's holdings is governed by its formally reviewed and approved Collections Management Policy.

b. Acquisitions

The acquisition of works of art and artifacts is one of the principal activities of the Museum and must serve the Museum's purposes: to preserve and conserve works of art and objects of material culture for future generations, to display these works according to the highest professional Museum standards, to

encourage the study of works of art and archaeology, and to provide a high level of understanding to the broadest possible audience or audiences. The full policies and procedures to be followed in the acquisition of collections are detailed in the Museum's Collections Management Policy, and the Museum's collecting priorities are detailed in the Museum's Collecting Plan. Generally stated, the Museum only acquires objects that support its mission and goals, and the Museum must be able to properly catalog, conserve, and store or exhibit the objects in its possession.

Any object or collection considered for acquisition must be accompanied by valid legal title. No objects should be accepted with any guarantee of display, publication, perpetual ownership, attribution, or valuation by the Museum. In the case of a bequest that includes such restrictions or conditions, the Director may, however, decide that the object is of sufficient merit to warrant acceptance of the restrictions. Any limitations or restrictions must be clearly stated in the Deed of Gift or other instrument of conveyance.

As detailed in its Collections Management Policy, the Museum will acquire an object only when it is reasonably certain that the work has not been derived from illicit trade and that its acquisition does not contribute to the continuation of illicit trade in antiquities or works of art. Further, objects considered for acquisition which were created in Central Europe before 1946 and which underwent a change of ownership between 1932 and 1946 will be reviewed to determine whether they may have been improperly alienated during the Nazi Era. The Museum will not knowingly acquire such material, and any acquisitions fitting these broad criteria will be listed on the Nazi-Era Provenance Portal.

c. Accessions

Works of art or artifacts acquired by the Museum, through purchase, gift, bequest, or exchange may be accessioned into the permanent collections pursuant the Museum's Collections Management Policy. Objects that do not merit accessioning may be placed in the Museum's Reserve Collection or disposed of in accordance with the Museum's Collections Management Policy.

d. Deaccessions

To deaccession is to remove an object permanently from the permanent collection. Because the objects in the Museum's permanent collection are held in trust for the people of the State of Missouri, great care must be taken in making decisions to withdraw an object pursuant to the procedures detailed in the Museum's Collections Management Policy and must only be undertaken with a full understanding of the significance of the item, its character (whether renewable or nonrenewable), its legal standing, and any loss of public trust that might result from such action.

Any subsequent disposal of deaccessioned objects will be conducted in a manner that respects the protection and preservation of similar resources and discourages illicit trade in such materials. The Museum adheres to the AAM Code of Ethics, which affirms that any income derived from deaccessioned objects shall be used solely for the acquisition or direct care of collections. Objects of minimal or no cultural, historic, or market value may be used for study purposes or destroyed.

e. Repatriation and Restitution

Should it be conclusively proven that an object acquired by the Museum was illegally exported from its country of origin or from the country where it was last legally owned, the Museum will, under appropriate circumstances, take reasonable steps for the return of the object to the country establishing the clearest claim. The Museum Director and curatorial staff shall make every effort to ensure that no

such claims exist before making acquisitions. If the Museum determines that an object in its collection was unlawfully appropriated during the Nazi era without subsequent restitution, or under similar circumstances, the Museum will seek to resolve the matter with the claimant in an equitable, appropriate, and mutually agreeable manner. All claims of ownership asserted with objects in its collections will be addressed openly (to the degree possible and appropriate), seriously, responsively and with respect for the dignity of all parties involved.

f. Appraisals or Authentication of Art Objects

Museum staff is prohibited from providing appraisals or monetary valuations of works of art to any party outside the Museum. For purposes of internal record keeping and insuring the collection, the Museum shall establish values for the works in its collection, exercising care not to communicate those valuations to the donor.

The donor of an object is solely responsible for obtaining and paying for appraisals and valuations for their own purposes, including tax deductibility. If donors request assistance in determining the value of works being offered, Museum staff will provide either the names of multiple possible appraisers or contact information for national associations referring competent appraisers, or both. The Museum shall avoid any action that might appear to be an effort to assist the donor in securing an income tax deduction, beyond those documentary actions mandated by governmental revenue authorities. Curators and others involved with gifts of art objects to the Museum must be familiar with IRS Publication 526 dealing with the valuation of donated property, especially as concerns the rules relating to charitable gifts of art objects and the appraisal requirements as described in the instructions to IRS Form 8283.

g. Commercial Use

In arranging for the manufacture and sale of reproductions, replicas, or other commercial items adapted from objects in the Museum's collections, all activities must be carried out in a manner that will neither discredit the integrity of the Museum nor trivialize or damage the intrinsic value of the original object, or the rights of the artist who created the work. The Museum Store shall not knowingly sell objects inaccurately or falsely represented as being created by Indigenous people, either generally or by a specific person, tribe, or organization. Great care must be taken to identify replicas and reproductions as such, and in a manner that will be permanent. Great care must also be taken to ensure the accuracy and high quality of their manufacture. Antiquities or ancient items, archaeological objects, or sensitive ethnographic objects will not be sold by the Museum or the Museum Store, nor will the Museum or the Museum Store promote activities that might promote the illicit trade in antiquities, looting of archaeological sites, or improper alienation of cultural property.

VI. MUSEUM PROGRAMMING

a. For Public Benefit

Museums are grounded in the tradition of public service, and the Museum is committed to serving its communities and the general public through exhibitions, research, scholarship, publications, and educational activities that are responsive to the concerns, interests, and needs of society. Programming will support the Museum's mission and will be consistent with its public trust responsibilities; will be accessible and encourage wide participation; respect pluralistic values, traditions, and concerns; and promote the public good rather than individual financial or personal gain.

b. Truth in Presentation

It is the responsibility of Museum staff to present accurate information about the works of art the Museum owns, exhibits, interprets, or publishes. This forms a part of the primary charge of the Museum to preserve significant materials unimpaired for the future. Intellectual honesty and objectivity in the presentation of objects is, therefore, the duty of every individual associated with the Museum, whether in a paid or unpaid capacity.

VII. REVISION AND UPDATES


This Code is a living document, and the Museum will review it as necessary and update or reaffirm it at least every five years with the involvement of Museum staff and, where feasible, other members of the University or public. An updated draft will be circulated among the staff for feedback and revision prior to approval by the Director and transmission to the Dean of the College of Arts & Sciences.

The Museum Director will dedicate at least one staff meeting per year to discussion of these policies, and issues relating to these policies and their interpretation may be considered at any time. Revisions and updates may be made at any time, and following review and approval by the Museum's governing authority will take effect and be posted on the Museum's website.

Revised 2023

APPROVAL

This document has been reviewed by the Museum staff and approved by the Museum Director, and the Museum's direct governing authority, the Office of the Dean of the College of Arts & Science.



Cooper Drury, Dean, College of Arts & Science

12/20/2023
Date



Daniel Eck, Museum Director

12/21/2023
Date

MUSEUM STAFF ADDENDUM
MUSEUM OF ART AND ARCHAEOLOGY
CODE OF ETHICS
COMPLIANCE AGREEMENT

I have read the **Code of Ethics** of the *Museum of Art and Archaeology* at the University of Missouri-Columbia and hereby affirm that I understand its contents and will uphold and adhere to its policies.

Museum Staff Name _____

(please print)

Museum Staff Title: _____

Museum Staff Signature: _____ Date: _____

Museum Director Signature: _____ Date: _____