
1 **FACULTY SENATE** **SOUTHEAST MISSOURI STATE UNIVERSITY**

2
3 **FACULTY SENATE BILL 23-A-XX**

4
5 Approved by the Faculty Senate XXXXXX

6
7 **BRIEF SUMMARY:** Edits to condense and clarify the procedure section of the Faculty Handbook
8 Chapter 1, Department Chairs.

9
10
11 **ACTION OF BILL:** REVISING PROCEDURE SECTION OF CHAPTER 1 “DEPARTMENT
12 CHAIRS”.

13
BE IT RESOLVED: subject to the passage and approval of both this bill and its companion bill
establishing a corresponding “policy” section, Chapter 1, Department Chairs section of the *Faculty
Handbook* be amended by replacing the existing content with the following “procedure” section (with the
companion “policy” to follow it in the *Handbook*):

14 **TITLE OF BILL (Department Chairs)**

15
16 **Chapter 1, F. Academic Administrative Organization, 9. Department Chairs**

17 **Procedure** Faculty Senate Bill xxxx begins here.

18 **Responsibilities of the Chairperson**

19 These responsibilities are presented as guidelines for chairpersons providing academic leadership
20 and as a guide for the assessment of department. The administrative responsibilities of the department
21 chairperson include, but are not limited to:

- 22 1. Serve as a liaison between department faculty, students, and staff to upper administration.
23
24 2. Communicate college and university decisions to the faculty;
25
26 3. Maintain open lines of communication within the department;
27
28 4. Encourage and support the development of curricula;
29
30 5. Prepare and finalize class schedules;
31
32 6. Manage the budget, staff, records, and instructional resources;
33
34 7. Conduct regular department meetings and distribute minutes;
35

- 36 8. Maintain building and equipment safety and function in collaboration with appropriate university
37 offices;
- 38
- 39 9. Recruit, retain, mentor, and evaluate faculty and staff and make recommendations regarding
40 employment (e.g., continuation, promotion, tenure, termination, salary adjustments, and leaves of
41 absence);
- 42
- 43 10. Enhance the departmental reputation on and off campus;
- 44 11. Coordinate and monitor academic advising to ensure faculty responsiveness to student needs and
45 facilitate timely student graduation;
- 46
- 47 12. Encourage student engagement and involvement in the department, college, and university;
- 48
- 49 13. Respond to student complaints utilizing appropriate campus resources;
- 50
- 51 14. Promote effective faculty committees;
- 52
- 53 15. Consult with faculty on department processes and procedures.
- 54

55 **FUNCTIONS OF THE CHAIRPERSON**

56 As stated in the Policy section, “the general responsibilities of the department chairperson are grouped
57 under the following major categories: Administrative Functions, Faculty Personnel Functions, Liaison
58 Functions, Student Related Functions, Leadership Functions, and Operational Functions”. While these
59 categories provide a basis for grouping functions, many are interrelated. They are presented, however, as
60 a guide to chairpersons in providing academic leadership and to departments as colleagues participate in
61 the assessment of department chairpersons.

62 **Administrative Functions**

63 The chairperson is the chief departmental administrative officer and the primary representative of the
64 academic discipline. Among the specific administrative tasks for which the chairperson assumes
65 responsibility and accountability are

- 66 1. Communicating department goals and needs to the dean and, when appropriate, to the Provost;
- 67 2. Communicating and interpreting college and University decisions to the faculty;
- 68 3. Maintaining open lines of communication among specializations within the department and
69 encouraging appropriate balance;
- 70 4. Encouraging the development and improvement of the departmental curriculum and seeing that the
71 proper curriculum materials are submitted;
- 72 5. Ensuring the preparation of catalog information and schedules of class offerings in accordance
73 with established procedures;
- 74 6. Supervising the departmental budget, support staff, record keeping, and the requisition of supplies,
75 equipment, materials, and other instructional needs;
- 76 7. Scheduling regular departmental meetings and distributing minutes to appropriate individuals;
- 77

- ~~8. Serving as the chief spokesperson for departmental curriculum proposals and ensuring that requirements are consistent with University policies;~~
- ~~9. Assigning and evaluating support and clerical personnel in the department;~~
- ~~10. Developing and following procedures to assign faculty to classes, laboratories, studios, and other responsibilities;~~
- ~~11. Reporting undesirable or potentially hazardous conditions with respect to the physical plant;~~
- ~~12. Providing appropriate information and reports as requested by the dean and other administrative offices;~~
- ~~13. Facilitating and encouraging grants and contracts from extramural sources;~~
- ~~14. Coordinating and supervising the development of departmental five-year plans, accreditation and departmental evaluations, and other reviews; and~~
- ~~15. Administering the departmental budget within established guidelines.~~

90

Faculty Personnel Functions

91
92 ~~Among the most important responsibilities of the chairperson are those relating to the faculty. The success~~
93 ~~of the department is frequently dependent upon the abilities of the chairperson in this regard. Among the~~
94 ~~specific tasks for which the chairperson assumes responsibility and accountability are:~~

- ~~1. Exercising leadership in recruiting and retaining capable faculty;~~
- ~~2. Evaluating faculty performance and the development of procedures for assessing faculty accomplishment;~~
- ~~3. Exercising independent judgments and making recommendations relative to faculty employment, continuation, promotion, tenure, termination, salary adjustments, and leaves of absence;~~
- ~~4. Encouraging improvement of faculty performance by fostering effective teaching and stimulating research, scholarly performance, and creative activity;~~
- ~~5. Promoting faculty professional development and enrichment, and encouraging faculty in their service to the University, the community, and professional organizations;~~
- ~~6. Maintaining faculty morale by preventing and resolving conflicts and by arranging for the effective and equitable distribution of faculty responsibilities;~~
- ~~7. Orienting new faculty members to department, college, and University policies and procedures;~~
- ~~8. Serving as a role model in the performance of teaching, scholarly, and other faculty responsibilities; and~~
- ~~9. Coordinating the departmental sabbatical leave review and recommending candidates to the dean of the college.~~

110

Liaison Functions

111
112
113 ~~The department chairperson has primary responsibility for representing the department and the discipline~~
114 ~~to the college, the University, and the community at large. Among the specific areas for which the~~
115 ~~chairperson assumes responsibilities and accountability are:~~

- ~~1. Maintaining liaison with other departments and support units;~~
- ~~2. Encouraging public relations activities and enhancing the departmental image and reputation on and off campus;~~

118

- 119 ~~3. Promoting interdepartmental and interdisciplinary cooperation in the development and~~
120 ~~maintenance of academic programs; and~~
121 ~~4. Cooperating with departments, colleges, and other units in the accomplishment of their tasks.~~
122

123 **Student-Related Functions**

124 ~~The recruitment and retention of outstanding students is often dependent upon how wisely and effectively~~
125 ~~the departmental chairperson responds to student needs. Among the specific areas for which the~~
126 ~~chairperson is responsible and accountable are:~~

- 127 ~~1. Coordinating the academic advisement process and monitoring the process to ensure that it is~~
128 ~~responsive to changing student needs and aspirations;~~
129 ~~2. Encouraging student clubs and organizations which foster achievement and professional~~
130 ~~development;~~
131 ~~3. Following procedures for resolving student complaints about faculty, courses, and programs;~~
132 ~~4. Promoting the establishment of scholarships and fellowships for students in the department;~~
133 ~~5. Informing students of special departmental registration procedures and enrollment criteria, etc.,~~
134 ~~and administering those procedures when appropriate; and~~
135 ~~6. Encouraging student participation and involvement in department activities.~~
136

137 **Leadership Functions**

138 ~~The precise nature of leadership is difficult to define. There are different styles and techniques for~~
139 ~~carrying out the responsibilities of the chairperson. There are, however, a number of qualities that are~~
140 ~~important to the leadership of a department. Among them are:~~

- 141 ~~1. Judging people fairly and thoughtfully;~~
142 ~~2. Initiating and sustaining action toward defined goals and encouraging the initiative of others;~~
143 ~~3. Demonstrating interpersonal relations that foster a professional working atmosphere;~~
144 ~~4. Working with committees and promoting their effectiveness;~~
145 ~~5. Engaging in consultation and participatory decision-making;~~
146 ~~6. Being open to fair criticism; and~~
147 ~~7. Demonstrating objectivity.~~
148

149 **Operational Functions**

150 ~~The fulfillment of leadership responsibilities balances the specific tasks completed with the manner in~~
151 ~~which the assignments are accomplished. In this respect, the chairperson assumes responsibilities for:~~

- 152 ~~1. Involving departmental faculty in decisions on program development and operational procedures;~~
153 ~~2. Recognizing the advice and judgment of the faculty in making curriculum, budget, and personnel~~
154 ~~recommendations;~~
155 ~~3. Providing guidance and leadership in formulating department academic and operational policies;~~
156 ~~4. Consulting with the faculty in assigning teaching loads, instructional responsibilities, and~~
157 ~~academic schedules;~~
158 ~~5. Representing the department effectively and responsibly in college and University-wide meetings;~~
159 ~~6. Consulting with the faculty in the preparation and administration of the budget;~~

- 160 ~~7. Working with department members in formulating faculty personnel procedures and making~~
161 ~~employment related recommendations; and~~
162 ~~8. Reporting to faculty members and the dean recommendations made that differ from actions taken~~
163 ~~by faculty in the department.~~

164

165 **The Annual Review (Merit) Procedure for Department Chairpersons**

166

167 Faculty will assess teaching, professional growth, and service and the dean will assess
168 administrative duties. Evaluation of the chairperson follows the procedure as detailed in the Faculty
169 Handbook (Chapter 2, Faculty Annual Merit Program), with modifications identified below.

170

171 **Guidelines for Faculty evaluation of Teaching, Professional Growth, and Service:**

172

- 173 1. The chairperson's workload and responsibilities should be considered when assessing teaching,
174 professional growth, and service.
- 175
- 176 2. The chairperson's responsibilities will be included in the evaluation of Service.
- 177
- 178 3. The faculty's evaluation of the chairperson follows department approved procedures for evaluation of
179 faculty, such as use of full faculty, a faculty committee, Chair of the Department Tenure and
180 Promotion Committee, or another agreed upon committee by the department.
- 181
- 182 4. An Annual Evaluation is not required if a chairperson is undergoing periodic or extraordinary
183 evaluation.

184

185 **Guidelines for Dean evaluation of Administrative Duties:**

186

- 187 1. The dean's evaluation reflects but does not extend beyond the scope of the responsibilities of the
188 chairperson (see above).
- 189
- 190 2. Dean solicits feedback from faculty regarding administrative strengths and areas for improvement.
- 191
- 192 3. Dean communicates chairperson evaluation to the faculty.

193

194 For evaluation of the chairperson, both the department and the dean evaluate the chairperson's
195 performance based on the developed criteria. The department forwards their written evaluation to the
196 dean. The dean shares evaluation results with the chairperson, and the chairperson is given the
197 opportunity to agree or disagree. The dean decides on the chairperson's overall annual performance
198 evaluation. The dean forwards all evaluations and justifications, with an optional written response from
199 the chairperson to the provost. The provost provides a resolution to the president and involved parties.

200

201 **Calendar for Chairperson Annual Performance Program.**

202

203 The performance evaluation process shall be conducted according to this calendar:

204

205 November 1: Chairperson is notified by the appropriate department representative and the dean regarding
206 the procedures and timeline of the annual evaluation program.

207
208 From this point forward, calendar is indicated in the Faculty Handbook under Faculty Annual Merit
209 Program (Chapter 2).

210
211 **The Periodic Evaluation Procedure for Department Chairpersons**

212
213 Faculty and staff are encouraged to share informal feedback on an ongoing basis. The evaluation
214 procedure, a constructive process, focuses primarily on gaining insights from the chairperson's
215 constituencies so that recommendations can be made to improve overall effectiveness.

- 216 1. Departments may develop internal procedures, approved by the dean, to add items to the "Evaluation
217 of Department Chairpersons" instrument. Any items added to the instrument are subject to the review
218 and approval of the dean and provost. In the absence of department procedures, the dean approves
219 additional items.
- 220
221 2. The dean meets with the department to discuss the process, reporting format, and procedures to
222 ensure appropriate anonymity and follow up. In this meeting, procedures are reviewed, a timetable is
223 set, and whether additional items should be added is decided.
- 224
225 3. The dean provides faculty and staff with access to the online review instrument. Faculty
226 members have five working days to complete and submit responses. All faculty are encouraged to
227 participate unless there is an identified conflict of interest. The dean may schedule individual
228 meetings with faculty members for purposes of follow-up, clarification, and additional input.
- 229
230 4. Concurrent with faculty input, the dean collects information from other chairpersons and individuals
231 outside the department associated with the chairperson.
- 232
233 5. Within a month after all information has been collected, the dean summarizes the input in a letter to
234 the chairperson. The document presents collected responses.
- 235
236 6. After the summary is provided to the chairperson, the dean meets with the chairperson to discuss
237 the findings. The department chairperson may respond to any part of the report.
- 238
239 7. The dean submits a document to the department for review and response. The document will
240 include tabulation of the items on the instrument, summary of written comments, and specific
241 recommendations.
- 242
243 8. Approximately two weeks after the document is shared with the department, the dean meets with the
244 department. A summary of this meeting is appended by the dean to the recommendation submitted to
245 the provost.
- 246
247 9. The dean submits the final summary recommendations, along with all support data, to the provost.
248 The summary and recommendations are also shared with the chairperson and department members.
- 249

- 250 10. The provost schedules a meeting with the dean and department chairperson to discuss the
251 summary and determine appropriate actions.
252
- 253 11. The provost discusses the recommendation with the president.
254
- 255 12. The provost informs the dean, department chairperson, and members of the department of the
256 recommendation.
257
- 258 13. Upon continuation, the department chairperson and the dean will mutually agree upon a chairperson
259 development plan which shall be filed with the provost.
260

261 **Extraordinary Department Chairperson Evaluation**

262

263 An extraordinary evaluation of the department chairperson may be initiated at any time by a
264 majority vote of the full-time faculty and staff of the department in accordance with departmental
265 procedures. In the absence of a defined departmental procedure, the dean of the college will assist faculty
266 with the procedures of an extraordinary evaluation of a department chairperson. The respective college
267 dean or the provost may also initiate an extraordinary evaluation at any time. Upon receipt of a request for
268 extraordinary evaluation, the appropriate college dean convenes with the department as described in the
269 periodic evaluation cycle. The general procedures and instrument to be used are described in this
270 document. Special attention is given to the timing of the evaluation and areas of special concern resulting
271 from the extraordinary request.
272

273 **THE REVIEW PROCEDURE FOR DEPARTMENT CHAIRPERSONS**

274 ~~There are commonly accepted procedures in place for the appointment of department chairpersons and the~~
275 ~~replacement of department chairpersons for due cause. The review process described in this document is~~
276 ~~viewed as a constructive process. Its primary focus is gaining insights from the various constituencies that~~
277 ~~relate to the department chairperson so constructive advice may be given and recommendations made to~~
278 ~~improve the overall effectiveness of the department chairperson in providing departmental leadership.~~
279

280 **Procedures for the Review of Department Chairpersons**

281 ~~The specific purpose of the review process and the suggested guidelines provide a basis for the review of~~
282 ~~the department chairperson. Such factors as the size and complexity of the department and type of review~~
283 ~~may suggest variations in the approaches utilized. However, the intent of the following procedures should~~
284 ~~be maintained:~~

- 285 1. ~~Colleagues in the department are encouraged to provide informal suggestions to the department~~
286 ~~chairperson on an ongoing basis. Departments may develop internal procedures to delineate~~
287 ~~additional items to be added to the "Review of Department Chairpersons" instrument.~~
- 288 2. ~~At the initiation of the review cycle, the dean shall meet with the department for the purposes of~~
289 ~~discussing the process, reporting format, and procedures to ensure appropriate anonymity and follow-~~
290 ~~up; reviewing the procedures; agreeing upon a timetable; and determining whether additional items~~
291 ~~should be added to the instrument. Where the source of an instrument cannot be identified, the~~
292 ~~responses will not be discarded.~~
- 293 3. ~~The Dean shall make an online review instrument available to members of the department.~~

294 ~~Faculty members shall have one week to complete and submit the review instrument. All faculty are~~
295 ~~encouraged to participate unless there is an identified conflict of interest. The dean will have an~~
296 ~~opportunity to schedule individual meetings with faculty members for purposes of follow up,~~
297 ~~clarification, and additional input.~~
298 ~~4. Concurrent with the solicitation of faculty input, the dean will collect information through the~~
299 ~~review instrument or through other appropriate means, from other chairpersons and individuals~~
300 ~~outside the department associated with the department chairperson.~~
301 ~~5. Within a month after all information has been collected, the dean will summarize the input and~~
302 ~~draft a letter to the department chairperson. Among other matters, the document will present~~
303 ~~responses received from those solicited.~~
304 ~~6. Following submission of a proposed summary report to the department chairperson, the dean will~~
305 ~~meet with the individual to discuss the report. The department chairperson will have an opportunity to~~
306 ~~respond to all parts of the recommendation.~~
307 ~~7. After due deliberation, the dean will submit a document to the department for review and~~
308 ~~response. The document will include a tabulation of the items on the instrument, a summary of~~
309 ~~written comments, and specific recommendations.~~
310 ~~8. Approximately two weeks after the document has been shared with the department, the dean will~~
311 ~~meet with members of the department for additional discussion. A summary of this meeting will be~~
312 ~~appended by the dean to the final recommendation submitted to the Provost.~~
313 ~~9. The dean will submit the final summary recommendations, along with all support data, to the~~
314 ~~Provost. The summary and recommendations will also be shared with the chairperson involved and~~
315 ~~will be made available to members of the department.~~
316 ~~10. Upon receipt of the recommendation, the Provost will schedule a meeting with the dean and~~
317 ~~department chairperson for the purposes of discussion and determination of appropriate action.~~
318 ~~11. The Provost will discuss the recommendation with the President for final disposition.~~
319 ~~12. The Provost will properly inform the dean, department chairperson, and members of the~~
320 ~~department of the recommendation.~~
321 ~~13. Upon continuation, the department chairperson and the dean will mutually agree upon a~~
322 ~~chairperson Development Plan which shall be filed with the Provost.~~

THE SELECTION PROCEDURE FOR CHAIRPERSONS

The Selection Procedure for Chairpersons

327 Upon search approval and establishment of a search committee, the department shall follow the following
328 steps, as applicable.

- 329
330 1. The search committee is responsible, within the standard hiring procedures established by the
331 University's Office of Human Resources, for establishing its own procedures for reviewing
332 candidacies.

333

- 334 2. Finalists are interviewed by the search committee, the college dean, and the provost ~~Provost~~.
335 Candidates ~~may will~~ meet with ~~departmental~~ faculty ~~individually and/or as a group~~, and others as
336 designated by the search committee. The search committee will meet with the department to
337 discuss the candidates.
338
- 339 3. ~~To be hired above Assistant Professor the individual must meet the departmental criteria for that~~
340 ~~rank, as judged by the Departmental Tenure and Promotion Advisory Committee, which will~~
341 ~~make that determination of all the finalists before an invitation to campus is extended. Only after~~
342 ~~this has been done may that person be offered a contract and will automatically be granted tenure~~
343 ~~upon appointment.~~ To be hired above the rank of assistant professor, the individual must meet
344 the departmental tenure and promotion criteria for the rank that they are hired into (associate or
345 full professor).
346
- 347 4. ~~After completing its search, the search committee will approve and provide the college dean with~~
348 ~~a memo, with copies to each member of the search committee, that outlines each candidate's~~
349 ~~potential for further consideration in the search process. The memo should include a summary of~~
350 ~~each candidate's strengths and challenges relative to the position and his/her potential for~~
351 ~~consideration. The "potential for further consideration" could be phrased using such terms as~~
352 ~~"Strongly Consider", "Consider", "Undecided", "Hesitant to Consider", "Do Not Consider".~~
353 After completing its search, the search committee provides a memo to the college dean, with
354 copies to each member of the search committee, that outlines each candidate's potential for
355 further consideration in the search process. The memo summarizes each candidate's strengths and
356 challenges relative to the position and their potential for consideration. The "potential for further
357 consideration" could be phrased using such terms as "Strongly Consider," "Consider," "Hesitant
358 to Consider."
359
- 360 5. After reviewing the search committee's recommendations, the college dean makes ~~no fewer than~~
361 ~~at least~~ two recommendations to the provost ~~Provost~~ who, in turn, makes a final recommendation
362 to the president ~~President~~.
- 363 6. ~~In the event that none of the recommended candidates accepts the appointment, the search is~~
364 ~~considered a failed search and closed. A new search must be opened to fill the vacancy and the~~
365 ~~process begins anew.~~ If none of the recommended candidates accepts the appointment, the dean
366 can request to review and screen a second pool of applicants, or request to close the search and
367 proceed with a new search.

Date and Version: 4/18/22 Version 2
Handbook Section: Department Chairs
Proposed Change: Edits to Handbook Language for Clarity and Conciseness
Source of Bill: Professional Affairs/ Governance Committees

Action	Date
Introduced to Senate	09/14/2022
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Faculty Senate Vote	
President's Review	
15 Day Review	
Posted to Faculty Handbook	