

FACULTY SENATE

SOUTHEAST MISSOURI STATE UNIVERSITY

FACULTY SENATE BILL 23-A-XX

Approved by the Faculty Senate
XXXXXX

BRIEF SUMMARY: Edits to condense and clarify the policy section of the Faculty Handbook Chapter 1, Department Chairs.

ACTION OF BILL: REVISING POLICY SECTION: CHAPTER 1 “DEPARTMENT CHAIRS”.

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

TITLE OF BILL (Department Chairs)

1 **Chapter 1, Department Chairs,**

2 **Policy** Faculty Senate Bill xxxx begins here.

3 **The Responsibilities of Department Chairpersons**

4 The ~~role of Chairperson is the department chairperson is recognized as a primary leadership~~
5 ~~position in the University. As the foremost~~ departmental administrative officer ~~and representative of the~~
6 ~~academic discipline, the chairperson serves in the unique position of exemplifying the highest standards~~
7 ~~in both with~~ faculty and administrative responsibilities, ~~maintaining standards of the discipline, and~~
8 ~~meeting the expectations of the department.~~ The ~~maintenance of~~ balance between these responsibilities
9 ~~requires careful attention by the department chairperson, departmental colleagues, and administrative~~
10 ~~officers. It~~ suggests the need for considerable latitude in the leadership style utilized by the ~~chairperson~~
11 ~~while performing within institutional guidelines, departmental constraints, and limitations imposed by the~~
12 ~~availability of resources.~~ Chairperson.

13 The ~~department chairperson is responsible for leadership which provides educational purpose and~~
14 ~~direction for the department. The chairperson is the faculty member of the department~~ Chairperson is
15 authorized to speak for and on behalf of the department, and links the department to the office of the ~~dean~~
16 ~~of the college~~ Dean and other appropriate University administrative offices. The department Chairperson
17 represents the interests of the faculty and the department to the administration, and presents the
18 administration’s position to the department.

~~The department chairperson must not only represent the legitimate interests of individual faculty members and the department to other members of the administration, but also must present accurately and fairly to colleagues in the department the positions of other administrators while interpreting the established policies of the University.~~

The chairperson cultivates and retains the respect of colleagues to provide effective leadership in the department. A successful chairperson leads the department through consistency, openness, candor, decisiveness, and fair and equitable treatment of all department members. As the departmental administrative leader, the chairperson is expected Chairperson should be able to evaluate issues with a broad point of view, ~~analyze questions,~~ and perceive the consequences of decisions ~~with clarity and accuracy.~~ Regular consultation and open communication should be used in weighing and deciding questions before the department. Whether consultation is by private counsel, committee recommendation, or other means, the department chairperson. The department Chairperson assumes responsibility for those decisions assigned to the department by University policies and procedures. The department Chairperson considers

~~From a faculty perspective, the department chairperson is a colleague who acts on behalf of members of the department in the administration of departmental activities. Administratively, the chairperson carries out duties assigned to the office. This is accomplished with the advice and judgment of the from department faculty when making recommendations concerning such matters as, especially those regarding curriculum development, budgetary requests, and faculty recruitment, hiring, promotion, tenure, and termination. The chairperson is both a member of the department and a liaison between the department and the rest of the University. As a member of the department, the chairperson provides leadership in the common pursuit of departmental goals. As a departmental liaison, the chairperson represents the best interests of the department to the college and University administration.~~

While considerable diversity exists in the operation of the various academic departments, there is a common core of responsibilities assumed by the department chairperson. The leadership of the chairperson, however, cannot be viewed in isolation, for members of the department assume broad responsibilities and share accountability for departmental programs, operation, and personnel actions. The general responsibilities of the department chairperson are grouped under the following major categories: Administrative Functions, Faculty Personnel Functions, Liaison Functions, Student Related Functions, Leadership Functions, and Operational Functions. A detailed list of these functions is given in the Procedure section.

The Review Evaluation of Department Chairpersons

~~As a department chairperson, a faculty member assumes broad leadership roles that have specific functions and raise certain expectations. The review evaluation of a chairperson represents the ultimate in the Chairperson is a collegial process, ~~for it encourages~~ encouraging faculty participation in departmental governance and ~~effectively balances~~ provides balance to administrative decision-making responsibility. ~~While the review~~ responsibilities. Evaluations of a department chairperson systematically focuses primarily on one person, the assessment of one's Chairperson consider the many factors impacting the performance cannot be separated from the responsibilities assumed by all colleagues in of a department~~

1 ~~and the faculty and programs within~~ the department. ~~Similarly, administratively assigned tasks must be~~
2 ~~kept in their proper context. Colleagues in the department share in the responsibility for maintaining this~~
3 ~~perspective, as do deans, in making their recommendations to the Provost.~~

4 The assessment of a department ~~chairperson is made possible through~~ Chairperson involves both
5 formal and informal review/evaluation mechanisms and periodic and extraordinary ~~review cycles. Each of~~
6 ~~these is designed to provide input to the department chairperson in assessing evaluations. Evaluations~~
7 constructively assess individual performance and for suggesting areas that might be strengthened suggest
8 areas for improvement. During any evaluation process, the department Chairperson retains the right to
9 resign the position. The resignation of the department Chairperson will stop any evaluation process.

10 **Formal and Informal Reviews/Evaluations**

11 ~~Throughout the academic year, departmental~~ Departmental colleagues and administrators ~~share a~~
12 ~~responsibility~~ informally ~~to~~ provide insights to the department ~~chairperson that may~~ Chairperson to
13 improve ~~their~~ overall leadership effectiveness. ~~Annually, the dean will meet~~ The Dean meets with the
14 department ~~chairperson for~~ Chairperson annually to discuss administrative performance. A written
15 summary of this meeting is shared with the Chairperson and the purpose of Provost.

16 **Periodic Department Chairperson Evaluation**

17 ~~A department Chairperson is evaluated during the third year after the initial appointment. By~~
18 ~~August 1 of the review year, the Dean will inform the Chairperson and Provost, and initiate a~~
19 ~~department evaluation by discussing administrative performance. A written summary of this~~
20 ~~meeting will be shared with the individual chairperson and the Provost.~~

22 **Periodic Department Chairperson Review**

23 ~~A newly appointed department chairperson will be reviewed during the third year of service~~
24 ~~concurrent with their appointment at the University. At the beginning of the third year, the dean~~
25 ~~will inform the Provost and call the department together for the purpose of initiating a review,~~
26 ~~discussing the process, the process~~ and agreeing on the specific procedures to be followed. All
27 departments will follow the general procedures along with mutually determined approaches at the
28 department and college levels. ~~The continuing~~ This evaluation will occur the following semester, but
29 not within the first four weeks or last four weeks. Continuing appointment as chairperson will be
30 Chairperson is subject to this review. The normal evaluation. After the initial evaluation, periodic
31 review for individuals continued evaluations will be within continue on a three- ~~to five~~ year cycle as
32 recommended by the dean and approved by the Provost.

33 **Extraordinary Department Chairperson Review**

34 ~~Unless an~~ **extraordinary review of the department chairperson may be is initiated at any**
35 **time by a majority vote of the members of the department in accordance with departmental**
36 **procedures. The respective college dean or the Provost may also initiate a review at any time. Upon**
37 **receipt of a request for extraordinary review, the appropriate college dean will call the department**

~~together as described in the periodic review cycle. The general procedures and instrument described in this document will be followed. Special attention may be focused on the timing of the review and areas of special concern resulting in the extraordinary request.~~

The ~~Review~~Periodic Evaluation Process

~~The entire review process will be conducted within the context of the responsibilities of the department and its individual members and the functions of the department chairperson. Emphasis will be placed on the nature and focus of the review, along with the following guidelines. Throughout this entire process, the department chairperson retains their right to resign the position.~~

Guidelines for the ~~Review~~Periodic Evaluation of Department Chairperson

~~The review of a department chairperson requires cooperation and mutual discussion. It is important that professional integrity and respect be maintained by all parties involved. The following guidelines are provided for those involved in the review process to ensure proper focus so the overall effort will not be counterproductive to the stated purpose:~~

1. Adequate time should be provided throughout the process so individuals can effectively participate.
2. Individual faculty and staff responses ~~should be secured~~are collected by the Dean before any written documents are shared.
3. Input from faculty ~~members, staff~~, students, other ~~chairpersons~~Chairpersons, and administrators should be properly balanced.
4. The ~~constructive nature of the review~~evaluation should remain ~~foremost~~constructive.
- ~~1. Informal dialogue should be fostered on a continuing basis.~~
5. Full departmental involvement should be stressed.
6. The need to provide anonymity should be balanced with the need to fulfill professional responsibility.
7. ~~Opportunity~~Opportunities for ~~chairperson and faculty~~Chairperson self-assessment should be encouraged.
8. Flexibility in the process should be maintained so ~~departmental~~ differences between departments can be addressed.

~~1. The time frames near the beginning and ending of semesters should be avoided for the purposes of the review.~~

9. Chairpersons may will provide a Record of Service summary and curriculum vitae to faculty members to ~~highlight~~document recent activities.

1 **The Selection of a New Chairperson**

- 2 1. When ~~the chairpersonship~~ a Chairperson vacancy occurs, the Department, Dean and Provost ~~will~~
3 consult, and the Provost ~~will determined~~ determines whether the search process ~~should be~~ is internal
4 or ~~national~~ external. Internal or external candidates ~~are allowed in national~~ may apply to an external
5 search.
6
7 2. The ~~dean~~ Dean of the college ~~will arrange~~ arranges a meeting of all full-time faculty members in the
8 department. At this meeting, two decisions are made: first, a representative and diverse selection of
9 departmental members of the search committee are ~~selected~~ identified, and second, the method for
10 choosing a ~~chairperson~~ Chairperson of the search committee is determined. Neither candidates for
11 the position nor any faculty for whom there is a conflict of interest shall serve on the search
12 committee. At least one search committee member must be a current Chairperson at the university.
13 After the search committee is established, an additional faculty member from any other department
14 in the University ~~may be~~ is added to the search committee. Both the ~~dean~~ Dean of the college and
15 the search committee should agree on who will serve in this capacity. The additional faculty
16 member operates as a full member of the committee.

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18 Approved by Faculty Senate 11/20/13, reviewed by President 4/14/15, Approved by Board of Regents
19 5/8/15

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<u>Action</u>	<u>Date</u>
Introduced to Senate	9/14/2022
Second Senate Meeting	
Faculty Senate Vote	
President's Review	
Board of Regents Approval	
Posted to Faculty Handbook	

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