

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 procedure section of the Faculty Handbook Chapter 1, Department Chairs.

**ACTION OF BILL:** REVISING PROCEDURE SECTION OF CHAPTER 1 "DEPARTMENT CHAIRS".

**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*):

**TITLE OF BILL (Department Chairs)**

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

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

3 **FunctionsResponsibilities of the Chairperson**

4 **As stated in the Policy section, "the general These responsibilities of the department**  
5 **chairperson are grouped under the following major categories: Administrative Functions, Faculty-**  
6 **Personnel Functions, Liaison Functions, Student-Related Functions, Leadership Functions, and**  
7 **Operational Functions". While these categories provide a basis for grouping functions, many are**  
8 **interrelated. They are presented, however, as a guide to chairpersons in as guidelines for**  
9 **Chairpersons providing academic leadership and to departments as colleagues participate in a**  
10 **guide for the assessment of department chairpersons.**

11

12 **Administrative Functions**

13 **Chairpersons. The chairperson is the chief departmental administrative officer and the primary**  
14 **representative of the academic discipline. Among the specific administrative tasks for which the**  
15 **chairperson assumes responsibility and accountability are responsibilities of the department Chairperson**  
16 **include, but are not limited to:**

1. ~~Communicate~~ Serve as a liaison between department ~~goals~~ faculty and ~~needs~~ staff ~~to the dean and, when appropriate, to the Provost; upper administration.~~  
~~Communicating and interpreting~~
2. Communicate college and University decisions to the faculty;  
~~Maintaining~~
3. Maintain open lines of communication ~~among specializations~~ within the department ~~and encouraging appropriate balance;~~  
~~Encouraging~~
4. Encourage and support the development ~~and improvement~~ of ~~the departmental curriculum~~ curricula;
- 4.5. Prepare and ~~seeing that the proper curriculum materials are submitted~~ finalize class schedules;
  1. ~~Ensuring the preparation of catalog information and schedules of class offerings in accordance with established procedures;~~  
~~Supervising the departmental~~
- 5.6. Manage the budget, ~~support staff, record keeping, and the requisition of supplies, equipment, materials, and other~~ staff, records, and instructional ~~needs~~ resources;  
~~Scheduling~~
- 6.7. Conduct regular ~~departmental~~ department meetings and ~~distributing~~ distribute minutes ~~to appropriate individuals;~~  
~~Serving as the chief spokesperson for departmental curriculum proposals~~
  2. ~~Maintain building and ensuring that requirements are consistent with University policies;~~
  3. ~~Assigning equipment safety and evaluating support and clerical personnel function in the department;~~
  4. ~~Developing and following procedures to assign faculty to classes, laboratories, studios, and other responsibilities;~~
  5. ~~Reporting undesirable or potentially hazardous conditions with respect to the physical plant;~~
- 7.8. Providing collaboration with appropriate information and reports ~~as requested by the dean and other administrative university offices;~~
  6. ~~Facilitating and encouraging grants and contracts from extramural sources;~~
  7. ~~Coordinating and supervising the development of departmental five-year plans, accreditation and departmental evaluations, and other reviews; and~~
  8. ~~Administering the departmental budget within established guidelines.~~

### ***Faculty Personnel Functions***

Among the most important responsibilities of the chairperson are those relating to the **Recruit, retain, mentor, and evaluate faculty**. ~~The success of the department is frequently dependent upon the abilities of the chairperson in this regard. Among the 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~~

1 ~~faculty accomplishment;~~

2 ~~8.9. Exercising independent judgments and making and staff and make~~ recommendations ~~relative to~~  
3 ~~faculty regarding~~ employment, ~~(e.g.,~~ continuation, promotion, tenure, termination, salary  
4 adjustments, and leaves of absence);~~];~~

5 ~~3. Encouraging improvement of faculty performance by fostering effective teaching and~~  
6 ~~stimulating research, scholarly performance, and creative activity;~~

7 ~~4. Promoting faculty professional development and enrichment, and encouraging~~  
8 ~~faculty in their service to the University, the community, and professional organizations;~~

9 ~~5. Maintaining faculty morale by preventing and resolving conflicts and by arranging for the~~  
10 ~~effective and equitable distribution of faculty responsibilities;~~

11 ~~6. Orienting new faculty members to department, college, and University policies and~~  
12 ~~procedures;~~

13 ~~7. Serving as a role model in the performance of teaching, scholarly, and other faculty~~  
14 ~~responsibilities; and~~

15 ~~Coordinating~~

16 ~~8. Enhance the departmental sabbatical leave review and recommending~~  
17 ~~candidates to the dean of the college.~~

18 ***Liaison Functions***

19 ~~The department chairperson has primary responsibility for representing the department and~~  
20 ~~the discipline to the college, the University, and the community at large. Among the specific areas~~  
21 ~~for which the chairperson assumes responsibilities and accountability are:~~

22 ~~1. Maintaining liaison with other departments and support units;~~

23 ~~9.10. Encouraging public relations activities and enhancing the departmental image and reputation on~~  
24 ~~and off campus;~~

25 ~~2. Promoting interdepartmental Coordinate and interdisciplinary cooperation in the~~  
26 ~~development and maintenance of monitor academic programs; and~~

27 ~~3. Cooperating with departments, colleges, and other units in the~~  
28 ~~accomplishment of their tasks.~~

29  
30 ***Student-Related Functions***

31 ~~The recruitment and retention of outstanding students is often dependent upon how wisely~~  
32 ~~and effectively the departmental chairperson responds to advising to ensure faculty~~  
33 ~~responsiveness to student needs. Among the specific areas for which the chairperson is~~  
34 ~~responsible and accountable are:~~

35 ~~10.11. Coordinating the academic advisement process and monitoring the process to ensure that it is~~  
36 ~~responsive to changing and facilitate timely student needs and aspirations graduation;~~

37 ~~Encouraging~~

38 ~~1. Encourage student clubs and organizations which foster achievement~~  
39 ~~and professional development;~~

40 ~~2. Following procedures for resolving student complaints about faculty, courses, and~~  
41 ~~programs;~~

42 ~~3. Promoting the establishment of scholarships and fellowships for students in~~  
43 ~~the department;~~

1 ~~4. Informing students of special departmental registration procedures and enrollment~~  
2 ~~criteria, etc., and administering those procedures when appropriate; and~~  
3 ~~11.12. Encouraging student participation engagement and involvement in the department activities,~~  
4 ~~college, and university;~~  
5

### 6 ***Leadership Functions***

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

- 10 ~~1. Judging people fairly and thoughtfully;~~
- 11 ~~2. Initiating and sustaining action toward defined goals and encouraging the initiative of~~  
12 ~~others;~~
- 13 ~~3. Demonstrating interpersonal relations that foster a professional working~~  
14 ~~atmosphere;~~
- 15 ~~13. Working with Respond to student complaints utilizing appropriate campus resources;~~  
16
- 17 ~~12.14. Promote effective faculty committees and promoting their effectiveness;;~~
- 18 ~~4. Engaging in consultation and participatory decision-making;~~
- 19 ~~5. Being open to fair criticism; and~~
- 20 ~~6. Demonstrating objectivity.~~

### 22 ***Operational Functions***

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

- 26 ~~1. Involving departmental faculty in decisions on program development and operational~~  
27 ~~procedures;~~
- 28 ~~2. Recognizing the advice and judgment of the faculty in making curriculum,~~  
29 ~~budget, and personnel recommendations;~~
- 30 ~~3. Providing guidance and leadership in formulating department academic and~~  
31 ~~operational policies;~~
- 32 ~~4. Consulting with the faculty in assigning teaching loads, instructional responsibilities,~~  
33 ~~and academic schedules;~~
- 34 ~~5. Representing the department effectively and responsibly in college and University-wide~~  
35 ~~meetings;~~
- 36 ~~6. Consulting with the faculty in the preparation and administration of the budget;~~
- 37 ~~7. Working with department members in formulating faculty personnel procedures and~~  
38 ~~making employment-related recommendations; and~~
- 39 ~~8. Reporting to faculty members and the dean recommendations made that differ~~  
40 ~~from actions taken by faculty in the department.~~

1 15. Consult with faculty on department processes and procedures.

2  
3 **The Annual**

4 **The Review Procedure for Department Chairpersons**

5 ~~There are commonly accepted procedures in place~~ See Chapter 2, Faculty Merit Pay Policy for  
6 underlying principles related to faculty merit pay.

7  
8 **Chairperson Annual Merit Program**

9 Faculty will assess Teaching, Professional Growth, and Service and the appointment Dean will  
10 assess Administrative duties. Evaluation of the Chairperson follows the procedure as detailed in the  
11 Faculty Handbook (Chapter 2, Faculty Annual Merit Program), with modifications identified below.

12  
13 **Guidelines for Faculty evaluation of Teaching, Professional Growth, and Service:**

- 14 1) The Chairperson's workload and responsibilities should be considered when assessing Teaching,  
15 Professional Growth, and Service.  
16 2) The Chairperson's responsibilities will be included in the evaluation of Service.  
17 3) The faculty's evaluation of the Chairperson follows department chairpersons and the  
18 replacement of approved procedures.  
19 4) An Annual Evaluation is not required if a Chairperson is undergoing Periodic or Extraordinary  
20 Evaluation.

21  
22 **Guidelines for Dean evaluation of Administrative Duties:**

- 23 1) The Dean's evaluation reflects but does not extend beyond the scope of the Responsibilities of  
24 the Chairperson (see above).  
25 2) Dean communicates Chairperson evaluation to the faculty.

26  
27 For evaluation of the Chairperson, both the department chairpersons for due cause. The  
28 review and the Dean evaluate the Chairperson's performance based on the developed criteria. The  
29 department forwards their written evaluation. The Dean shares evaluation results with the Chairperson,  
30 and the Chairperson is given the opportunity to agree or disagree. The Dean decides on the  
31 Chairperson's overall annual performance evaluation. The Dean forwards all evaluations and  
32 justifications, with an optional written response from the Chairperson, to the Provost. The Provost  
33 provides a resolution to the President and involved parties.

34  
35 **Calendar for Chairperson Annual Performance Program.**

36 The performance evaluation process described in shall be conducted according to this  
37 document calendar:

38  
39 November 1: Chairperson is notified by the appropriate department representative and the Dean  
40 regarding the procedures and timeline of the annual evaluation program.

41  
42 January 15: Chairperson reports are due for accomplishments and contributions of the previous year.  
43

1 February 15: The department forwards their written evaluation to the Dean and the Chairperson. The  
2 Dean communicates to the Chairperson the recommendation regarding the Chairperson's performance  
3 (e.g., meeting or not meeting minimum expectations).

4  
5 From viewed this point forward, follow the calendar as indicated in the Faculty Handbook under  
6 Faculty Annual Merit Program (Chapter 2).

### 8 **The Periodic Evaluation Procedure for Department Chairpersons**

9 Faculty and staff are encouraged to share informal feedback on an ongoing basis. The evaluation  
10 procedure, a constructive process-Its primary focus is-, focuses primarily on gaining insights from the  
11 various Chairperson's constituencies so that relate to the department chairperson so constructive advice  
12 may be given and recommendations can be made to improve the overall effectiveness of the  
13 department chairperson in providing departmental leadership-.

### 14 **Procedures for the Review of Department Chairpersons**

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

19 1. ~~Colleagues in the department are encouraged to provide informal suggestions to the department~~  
20 ~~chairperson on an ongoing basis. Departments may develop internal procedures, approved by the~~  
21 ~~Dean, to delineate additional- add items to -be added to the "Review"~~  
22 ~~Evaluation of Department Chairpersons"" instrument. Any items added to the instrument are~~  
23 ~~subject to the review and approval of the Dean and Provost. In the absence of department~~  
24 ~~procedures, the Dean approves additional items.~~

25 ~~At the initiation of the review cycle, the dean shall meet~~

26 2. ~~The Dean meets with the department for the purposes of discussing- to discuss the process,~~  
27 ~~reporting format, and procedures to ensure appropriate anonymity and follow - up; reviewing the. In~~  
28 ~~this meeting, procedures; agreeing upon are reviewed, a timetable; is set, and determining whether~~  
29 ~~additional items should be added to the instrument. Where the source of an instrument cannot be~~  
30 ~~identified, the responses will not be discarded. is decided.~~

31 ~~The Dean shall make an~~

32 3. ~~The Dean provides faculty and staff with access to the online review instrument available to~~  
33 ~~members of the department-.~~ Faculty members ~~shall have one week- five working days~~  
34 ~~and submit the review instrument- responses.~~ All faculty are encouraged to participate unless there  
35 is an identified conflict of interest. ~~The dean will have an opportunity to-~~ The Dean may schedule  
36 individual meetings with faculty members for purposes of follow-up, clarification, and additional  
37 input.

38  
39 4. Concurrent with ~~the solicitation of~~ faculty input, the ~~dean will collect-~~ Dean collects information  
40 through the review instrument or through other appropriate means, from other  
41 chairpersons Chairpersons and individuals outside the department associated with the ~~department~~  
42 chairperson Chairperson.

43

- 1 5. Within a month after all information has been collected, the ~~dean will summarize~~ Dean  
2 summarizes the input ~~and draft in~~ a letter to the ~~department chairperson~~. ~~Among other matters,~~  
3 the Chairperson. ~~The~~ document ~~will present~~ presents collected responses ~~received from those~~  
4 solicited.
- 5 Following submission of a proposed
- 6 6. After the summary ~~report is provided~~ to the ~~department chairperson~~ Chairperson, the ~~dean will meet~~  
7 Dean meets with the ~~individual~~ Chairperson to discuss the ~~report findings~~. The department  
8 chairperson will have an opportunity to ~~Chairperson may~~ respond to ~~all parts~~ any part of the  
9 recommendation ~~report~~.
- 10 After due deliberation, the dean will submit
- 11 7. The Dean submits a document to the department for review and response. The document will  
12 include ~~a~~ tabulation of the items on the instrument, ~~a~~ summary of written comments, and specific  
13 recommendations.
- 14
- 15 8. Approximately two weeks after the document ~~has been~~ is shared with the department, the ~~dean~~  
16 will meet Dean meets with ~~members of~~ the department ~~for additional discussion~~. A summary of this  
17 meeting ~~will be~~ is appended by the ~~dean~~ Dean to the ~~final~~ recommendation submitted to  
18 the Provost.
- 19
- 20 9. The ~~dean will submit~~ Dean submits the final summary recommendations, along with all support  
21 data, to the Provost. The summary and recommendations ~~will be~~ are also ~~be~~ shared with the  
22 ~~chairperson involved~~ Chairperson and ~~will be made available to members of the~~  
23 department members.
- 24 Upon receipt of the recommendation, the
- 25 1. ——— ~~The~~ Provost ~~will schedule~~ schedules a meeting with the ~~dean~~ Dean and department  
26 chairperson for the purposes of discussion and determination of appropriate action.
- 27 10. The Provost will Chairperson to discuss the summary and determine appropriate actions.
- 28
- 29 10.11. The Provost discusses the recommendation with the President ~~for final disposition~~.
- 30
- 31 11.12. The Provost will properly inform informs the ~~dean~~ Dean, department ~~chairperson~~ Chairperson,  
32 and members of the department of the recommendation.
- 33
- 34 12.13. Upon continuation, the department ~~chairperson~~ Chairperson and the ~~dean~~ Dean will mutually  
35 agree upon a ~~chairperson~~ Chairperson Development Plan which shall be filed with the Provost.
- 36
- 37 Extraordinary Department Chairperson Evaluation
- 38 An extraordinary evaluation of the department Chairperson may be initiated at any time by a  
39 majority vote of the full-time faculty and staff of the department in accordance with departmental  
40 procedures. In the absence of a defined departmental procedure, the Dean of the college will assist  
41 faculty with the procedures of an extraordinary evaluation of a department Chairperson. The respective  
42 college Dean or the Provost may also initiate an extraordinary evaluation at any time. Upon receipt of a  
43 request for extraordinary evaluation, the appropriate college Dean convenes with the department as  
44 described in the periodic evaluation cycle. The general procedures and instrument to be used are

1 described in this document. Special attention is given to the timing of the evaluation and areas of special  
2 concern resulting from the extraordinary request.

### 4 **The Selection Procedure for Chairpersons**

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

7 1. The search committee is responsible, within the standard hiring procedures established by the  
8 University's Office of Human Resources, for establishing its own procedures for reviewing  
9 candidacies-candidates.

10  
11 1.2. Finalists are interviewed by the search committee, staff who report to the Chairperson, other  
12 Chairpersons in the college ~~dean, college Dean~~, and ~~the~~ Provost. Candidates ~~may will~~ meet with  
13 ~~departmental~~ faculty ~~individually and/or as a group~~, and others as designated by the search  
14 committee. The search committee will meet with the department to discuss the candidates.

15  
16 3. To be hired above the rank of Assistant Professor, the individual must meet the departmental  
17 tenure and promotion criteria for the rank that ~~rank, as judged by the Departmental Tenure and~~  
18 ~~Promotion Advisory Committee, which will make that determination of all the finalists before an~~  
19 ~~invitation to campus is extended. Only after this has been done may that person be offered a~~  
20 ~~contract and will automatically be granted tenure upon appointment. they are hired into (associate~~  
21 ~~or full professor).~~

22  
23 2.4. After completing its search, the search committee ~~will approve and provide~~ provides a memo to the  
24 college ~~dean with a memo~~ Dean, with copies to each member of the search committee, that outlines  
25 each candidate's potential for further consideration in the search process. The memo ~~should include~~  
26 ~~a summary of~~ summarizes each candidate's strengths and challenges relative to the position and  
27 their potential for consideration. The "potential for further consideration" could be phrased using  
28 such terms as "Strongly Consider", "Consider", "Undecided", "Hesitant to Consider", "Do Not  
29 Consider".

30  
31 3.5. After reviewing the search committee's recommendations, the college ~~dean~~ Dean makes ~~no fewer~~  
32 ~~than at least~~ two recommendations to the Provost who, ~~in turn,~~ makes a final recommendation to  
33 the President.  
34 In the event that

35 4.6. If none of the recommended candidates accepts the appointment, the Dean can request to review  
36 and screen a second pool of applicants, or request to close the search ~~is considered a failed search~~  
37 ~~and closed. A and proceed with a~~ new search ~~must be opened to fill the vacancy and the process~~  
38 ~~begins anew.~~

39 Approved by Faculty Senate 12/10/14, Reviewed by President 4/14/15, Placed online for 15 Day Review  
40 4/15/15



Date and Version: 4/18/22 Version 1  
Handbook Section: Department Chairs  
Proposed Change: Edits to Handbook Language for Clarity and Conciseness  
Source of Bill: Professional Affairs/ Governance Committees

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