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

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3 **FACULTY SENATE Bill 20-A-XX**

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5 Approved by the Faculty Senate
6 **XXXXXXXX**
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8 **BRIEF SUMMARY:** This bill revises the existing *Faculty Handbook* section on Principles of
9 Collegiality (Chapter 1, Section G1) and moves its content to the *Faculty Handbook* Preamble.
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11 **REVISING “PRINCIPLES OF COLLEGIALITY”**
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13 BE IT RESOLVED THAT: subject to the passage and approval of this bill Chapter 1, Section G1
14 of the *Faculty Handbook* should be deleted and the following be added to the *Faculty Handbook*
15 Preamble:

16 **Preamble**

17 **Principles of Collegiality**

18 Collegiality involves a shared decision-making process and a set of values which regard the
19 members of the various university constituencies as essential for the success of the academic
20 enterprise. It is characterized by mutual respect for similarities and differences in background,
21 expertise, judgments, and assigned responsibilities. Collegiality requires mutual trust based on
22 individual character and professional competency.
23

24 Although the University professor perceives the need to integrate diverse functions in the overall
25 organization of the institution, their professional expertise in their areas of knowledge entitles
26 them to considerable autonomy and liberty in the performance of professional activities.
27 Collegial governance allows the academic community to work together to find the best answers
28 to issues facing the university. Collegial governance assigns primary responsibility to the faculty
29 for the educational functions of the institution in accordance with basic policy as determined by
30 the Board of Regents. This includes admission and degree requirements, the curriculum and
31 methods of teaching, academic and professional standards, and the conduct of creative and
32 scholarly activities.
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34 Collegiality rests on a foundation of policies and procedures to assure the opportunity for timely
35 advice pertinent to decisions about academic and professional matters. In addition to faculty
36 recommendations on academic and professional matters, the collegial process also recognizes the
37 value of faculty input in budgetary matters. Collegiality welcomes and supports diversity of

38 opinion. Respect for differing opinions and points of view is central to collegiality and shared
39 decision making. The university is a public bastion of respect for individuals, whether they are
40 members of the faculty, students, staff, alumni, administration, or Board of Regents.

41 The Southeast Missouri State University Faculty Handbook is organized according to a
42 fundamental distinction between policies and procedures. Broadly speaking, policies set
43 institutional goals and objectives. Procedures, on the other hand, detail the specific steps
44 necessary to implement those policies. Confusion between policies and procedures can hinder an
45 institution's ability to respond quickly and appropriately to a changing environment. This
46 guideline, "Policy vs. Procedures," is intended to provide clarity as to the distinction.

47 **Definitions**

48 **Policy:** The formal guidance needed to coordinate and execute activity throughout the institution.

49 When effectively deployed, policy statements help focus attention and resources on high
50 priority issues—aligning and merging efforts to achieve the institutional vision. Policy provides
51 the operational framework within which the institution functions. Policies, understood to include
52 changes in a current policy, require the formal approval of the Board of Regents.

53 **Procedures:** The operational processes required to implement institutional policy.

54 Operating practices can be formal or informal, specific to a department, or applicable
55 across the entire institution. If policy is "what" the institution does operationally, then its
56 procedures are "how" it intends to carry out those operating policy expressions. New or revised
57 procedures may be proposed by Faculty Senate or the president. Procedures do not require
58 approval of the Board of Regents, but rather are approved by the president in consultation with
59 the Faculty Senate.

60 After the consultation with the president, the Faculty Senate will submit a written
61 response to the proposal. Proposed procedures or revisions, with recommendations by the
62 Faculty Senate and the president, will be submitted for campus review via Newswire, email, or
63 other appropriate means. Comments from the campus community should be submitted to the
64 Faculty Senate and the president within a minimum of 15 working days. Barring substantive
65 concerns raised during the comment period, procedures will take effect as outlined in the
66 proposal. Substantive concerns will be discussed within 15 working days by the Faculty Senate
67 and the president.

68 **Distinguishing Characteristics**

69 The distinctions commonly drawn between policy and procedures can be subtle,
70 depending upon the nature of the organization and the level of operations being described in the

71 statements. Nevertheless, there are common characteristics that can help discern policy from
72 procedures including:

Policy

Focuses on goals
Widespread application
Changes less frequently
Usually expressed in broad terms
Statements of “what” or “why”
Answers major operational issue(s)

Procedures

Focuses on implementation
Narrow application
Prone to change
Often stated in detail
Statements of “how,” “when,” and “who”
Describe process

73 **Clarification on Deadlines**

74 In this Faculty Handbook, when a deadline date is given, the deadline will be end of
75 business (i.e., 5 pm in regular semesters or 4 pm in shortened work day hours) on the listed day if
76 it is not explicitly stated otherwise. Should a date fall on a weekend, university holiday, snow
77 day or any other emergency school closing day, the deadline will be extended to the next full
78 business day after the date specified. “Business day” will be defined as any weekday, Monday
79 through Friday, when main campus offices are open for the entire day.

80 **Chapter 1 – Organization and Governance**

81 **~~G1. The Principles of Collegiality~~**

82 ~~The fundamental consideration for adopting a particular form of University governance is the~~
83 ~~maintenance of an effective and productive institution. It is the conviction of the Faculty Senate~~
84 ~~that the most effective and productive governance of this University can best be achieved by~~
85 ~~adopting the principles of the collegial theory of governance.~~

86 ~~The rationale for selecting collegiality over other systems of governance is based on the~~
87 ~~recognition that the faculty of a University is an association of professionals. Although the~~
88 ~~University professor perceives the need to integrate diverse functions in the overall organization~~
89 ~~of the institution, his/her professional expertise in his/her areas of knowledge entitles him/her to~~
90 ~~considerable autonomy and liberty in the performance of professional activities. Commitment to~~
91 ~~one’s profession is cosmopolitan in nature and productive of an independent sense of~~
92 ~~responsibility for providing high standards of service and maintaining self-discipline in one’s~~
93 ~~professional development.~~

94 ~~The collegial theory of governance results in a University organizational structure responsive to~~
95 ~~the special needs of the professional staff for autonomy and responsible self-government. Other~~
96 ~~alternatives, such as autocratic or custodial systems of governance, while effective in some types~~
97 ~~of institutions, do not suit an institution of higher learning. By placing high priority on passive~~

98 ~~cooperation and dependency on administrative officers, such alternatives are wasteful of the~~
99 ~~talents of professional educators.~~

100 ~~The collegial theory encourages mutual contributions from the various sectors of the University~~
101 ~~community. Students, faculty, and administrators become involved in the functions and~~
102 ~~policymaking processes of the University. The system as a whole is truly productive to the extent~~
103 ~~that each group and each individual contribute to and share the responsibility for decisions that~~
104 ~~are made.~~

105 ~~Professional autonomy, mutual contributions, and shared authority and responsibility are the~~
106 ~~cornerstones of collegiality. At each level of governance, autonomy and responsibility are~~
107 ~~merged so that decisions that can be made at a lower level are made there without unnecessary~~
108 ~~interference from above. Only those matters which cannot be dealt with effectively at the~~
109 ~~departmental level become concerns at the college level; only those matters which cannot be~~
110 ~~dealt with effectively at the college level become University-wide concerns.~~

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Action	Date
Introduced to Senate	11/13/19
Second Senate Meeting	1/29/20
Faculty Senate Vote	
President's Approval	
Posted to Faculty Handbook	

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