

1 **FACULTY SENATE**

SOUTHEAST MISSOURI STATE UNIVERSITY

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

4
5 Approved by the Faculty Senate XXXXXX

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

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11 **ACTION OF BILL:** REVISING POLICY SECTION: 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 “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*):

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

15
16 **Chapter 1, Department Chairs**

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

18 ~~**THE RESPONSIBILITIES OF DEPARTMENT CHAIRPERSONS**~~ **The Responsibilities of**
19 **Department Chairpersons**

20
21 ~~The role of the department chairperson is recognized as a primary leadership position in the University.~~
22 ~~As the foremost the departmental administrative officer and representative of the academic discipline, the~~
23 ~~chairperson serves in the unique position of exemplifying the highest standards in both faculty and~~
24 ~~administrative responsibilities, maintaining standards of the discipline, and meeting the expectations of~~
25 ~~the department. The maintenance of balance between these responsibilities requires careful attention by~~
26 ~~the department chairperson, departmental colleagues, and administrative officers. It suggests the need for~~
27 ~~considerable latitude in the leadership style utilized by the chairperson while performing within~~
28 ~~institutional guidelines, departmental constraints, and limitations imposed by the availability of resources.~~

29
30 ~~The department chairperson is responsible for leadership which provides educational purpose and~~
31 ~~direction for the department. The chairperson is the faculty member of the department authorized to speak~~
32 ~~for and on behalf of the department, and links the department to the office of the dean of the college and~~
33 ~~other appropriate University administrative offices. The department chairperson must not only represent~~
34 ~~the legitimate interests of individual faculty members and the department to other members of the~~
35 ~~administration, but also must present accurately and fairly to colleagues in the department the positions of~~

36 ~~other administrators while interpreting the established policies of the University.~~

37

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

47

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

57

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

66

67 ~~The chairperson is the departmental administrative officer with faculty and administrative~~
68 ~~responsibilities. The balance between these responsibilities suggests the need for considerable latitude in~~
69 ~~the leadership style utilized by the chairperson.~~

70 ~~The chairperson is authorized to speak for and on behalf of the department and links the~~
71 ~~department to the office of the college dean and other appropriate university administrative offices. The~~
72 ~~department chairperson represents the interests of the faculty and the department to the administration and~~
73 ~~presents the administration's position to the department.~~

74 The chairperson should be able to evaluate issues with a broad point of view and perceive the
75 consequences of decisions. The department chairperson assumes responsibility for those decisions
76 assigned to the department by university policies and procedures. The department chairperson considers
77 advice and judgment from department faculty when making recommendations, especially those regarding
78 curriculum development. A representative list of responsibilities is given in the procedure section.

79 **THE REVIEW OF DEPARTMENT CHAIRPERSONS**

80 ~~As a department chairperson, a faculty member assumes broad leadership roles that have specific~~
81 ~~functions and raise certain expectations. The review of a chairperson represents the ultimate in the~~
82 ~~collegial process, for it encourages faculty participation in departmental governance and effectively~~
83 ~~balances administrative decision-making responsibility. While the review of a department chairperson~~
84 ~~systematically focuses primarily on one person, the assessment of one's performance cannot be separated~~
85 ~~from the responsibilities assumed by all colleagues in the department. Similarly, administratively~~
86 ~~assigned tasks must be kept in their proper context. Colleagues in the department share in the~~
87 ~~responsibility for maintaining this perspective, as do deans, in making their recommendations to the~~
88 ~~Provost.~~

89

90 ~~The assessment of a department chairperson is made possible through both formal and informal review~~
91 ~~mechanisms and periodic and extraordinary review cycles. Each of these is designed to provide input to~~
92 ~~the department chairperson in assessing individual performance and for suggesting areas that might be~~
93 ~~strengthened.~~

94 **The Evaluation of Department Chairpersons**

95 The evaluation of a chairperson is a collegial process encouraging faculty participation in
96 departmental governance and provides balance to administrative decision-making responsibilities.
97 Evaluations of a department chairperson consider the many factors impacting the performance of a
98 department and the faculty and programs within the department.

99 The assessment of a department chairperson involves both formal and informal evaluation
100 mechanisms and periodic and extraordinary evaluations. Evaluations constructively assess individual
101 performance and suggest areas for improvement. During any evaluation process, the department
102 chairperson retains the right to resign the position. The resignation of the department chairperson will stop
103 any evaluation process.

104 **Formal and Informal Reviews Evaluations**

105 ~~Throughout the academic year, departmental colleagues and administrators share a responsibility~~
106 ~~informally to provide insights to the department chairperson that may improve his/her overall leadership~~
107 ~~effectiveness. Annually, the dean will meet with the department chairperson for the purpose of discussing~~
108 ~~administrative performance. A written summary of this meeting will be shared with the individual~~
109 ~~chairperson and the Provost.~~

110 Departmental colleagues and administrators informally provide insights to the department
111 chairperson to improve overall leadership effectiveness. The dean meets with the department chairperson

112 annually to discuss administrative performance. A written summary of this meeting is shared with the
113 chairperson and the provost.

114 **Periodic Department Chairperson ~~Review~~ Evaluation**

115 ~~A newly appointed department chairperson will be reviewed during the third year of service concurrent~~
116 ~~with his/her appointment at the University. At the beginning of the third year, the dean will inform the~~
117 ~~Provost and call the department together for the purpose of initiating a review, discussing the process, and~~
118 ~~agreeing on the specific procedures to be followed. All departments will follow the general procedures~~
119 ~~along with mutually determined approaches at the department and college levels. The continuing~~
120 ~~appointment as chairperson will be subject to this review. The normal periodic review for individuals~~
121 ~~continued will be within a three- to five- year cycle as recommended by the dean and approved by the~~
122 ~~Provost.~~

123

124 In addition to an annual faculty review, (see the procedures section for chairperson annual review
125 procedure) a department chairperson is evaluated during the third year after the initial appointment. By
126 August 1 of the review year, the dean will inform the chairperson and provost, and initiate a department
127 evaluation by discussing the process and agreeing on the specific procedures to be followed. This
128 evaluation will occur the following semester, but not within the first four weeks or last four weeks.
129 Continuing appointment as chairperson is subject to this evaluation. After the initial evaluation, periodic
130 evaluations will continue on a three-year cycle unless an extraordinary review is initiated (See the
131 procedures section for extraordinary review procedures).

132 **Extraordinary Department Chairperson Review**

133 ~~An extraordinary review of the department chairperson may be initiated at any time by a majority vote of~~
134 ~~the members of the department in accordance with departmental procedures. The respective college dean~~
135 ~~or the Provost may also initiate a review at any time. Upon receipt of a request for extraordinary review,~~
136 ~~the appropriate college dean will call the department together as described in the periodic review cycle.~~
137 ~~The general procedures and instrument described in this document will be followed. Special attention~~
138 ~~may be focused on the timing of the review and areas of special concern resulting in the extraordinary~~
139 ~~request.~~

140

141 **The ~~Review~~ Periodic Evaluation Process**

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

146

147 **Guidelines for the ~~Review~~ Periodic Evaluation of Department Chairperson.** ~~The review of a~~
148 ~~department chairperson requires cooperation and mutual discussion. It is important that professional~~
149 ~~integrity and respect be maintained by all parties involved. The following guidelines are provided for~~

- 150 ~~those involved in the review process to ensure proper focus so the overall effort will not be~~
151 ~~counterproductive to the stated purpose:~~
- 152 1. Adequate time should be provided throughout the process so individuals can effectively participate.
 - 153
 - 154 2. Individual ~~faculty and staff~~ responses ~~should be secured~~ are collected by the dean before any written
155 documents are shared.
 - 156
 - 157 3. Input from faculty ~~members, staff,~~ students, other chairpersons, and administrators should be properly
158 balanced.
 - 159
 - 160 4. ~~The constructive nature of the review should remain foremost.~~ The evaluation should remain
161 constructive.
 - 162
 - 163 ~~5. Informal dialogue should be fostered on a continuing basis.~~
 - 164 ~~6.~~ 5. Full departmental involvement should be stressed.
 - 165 ~~7.~~ 6. The need to provide anonymity should be balanced with the need to fulfill professional
166 responsibility.
 - 167 ~~8. Opportunity~~ 7. Opportunities for chairperson ~~and faculty~~ self-assessment should be encouraged.
 - 168 ~~9.~~ 8. Flexibility in the process should be maintained so departmental differences can be addressed.
 - 169 ~~10. The time frames near the beginning and ending of semesters should be avoided for the purposes of the~~
170 ~~review.~~
 - 171 11. Chairpersons ~~may will~~ provide a Record of Service ~~summary and curriculum vitae~~ to faculty members
172 to ~~highlight document~~ recent activities.

174 THE SELECTION OF A NEW CHAIRPERSON

175 The Selection of a New Chairperson

- 176
- 177 1. When the chairpersonship vacancy occurs, the ~~D~~department, ~~D~~dean and ~~P~~provost will consult, and the
178 ~~P~~provost ~~will~~ determines whether the search process ~~should be is~~ internal or national. Internal ~~or external~~
179 candidates ~~are allowed in national search.~~ may apply to an external search.
- 180
- 181 2. The dean of the college ~~will~~ arranges a meeting of all full-time faculty members in the department. At
182 this meeting, two decisions are made: first, a ~~representative and diverse selection of~~ departmental
183 members of the search committee are selected, and second, the method for choosing a chairperson of the
184 search committee is determined. Neither candidates for the position nor any faculty for whom there is a
185 conflict of interest shall serve on the search committee. ~~At least one search committee member must be a~~
186 ~~current chairperson at the university.~~ After the search committee is established, an additional faculty
187 member from any other department in the University may be added to the search committee. Both the
188 dean of the college and the search committee should agree on who will serve in this capacity. The
189 additional faculty member operates as a full member of the committee.

Date and Version: 9/14/22 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
Second Senate Meeting	09/28/2022
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President's Review	
Board of Regents Approval	
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