

1 **FACULTY SENATE**

**SOUTHEAST MISSOURI STATE UNIVERSITY**

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3 **FACULTY SENATE BILL 23-A-9**

4  
5 Approved by the Faculty Senate XXXXXX

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

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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 23-A-9 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 2. Communicate college and university decisions to the faculty;
- 24 3. Maintain open lines of communication within the department;
- 25 4. Encourage and support the development of curricula;
- 26 5. Prepare and finalize class schedules;
- 27 6. Manage the budget, staff, records, and instructional resources;
- 28 7. Conduct regular department meetings and distribute minutes;
- 29 8. Maintain building and equipment safety and function in collaboration with appropriate university  
30 offices;
- 31 9. Recruit, retain, mentor, and evaluate faculty and staff and make recommendations regarding  
32 employment (e.g., continuation, promotion, tenure, termination, salary adjustments, and leaves of  
33 absence);
- 34 10. Enhance the departmental reputation on and off campus;
- 35 11. Coordinate and monitor academic advising to ensure faculty responsiveness to student needs and  
36 facilitate timely student graduation;

- 37 12. Encourage student engagement and involvement in the department, college, and university;  
38 13. Respond to student complaints utilizing appropriate campus resources;  
39 14. Promote effective faculty committees;  
40 15. Consult with faculty on department processes and procedures.

41

## 42 **FUNCTIONS OF THE CHAIRPERSON**

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

49

### 50 **Administrative Functions**

51 ~~The chairperson is the chief departmental administrative officer and the primary representative of the~~  
52 ~~academic discipline. Among the specific administrative tasks for which the chairperson assumes~~  
53 ~~responsibility and accountability are~~

- 54 1. ~~Communicating department goals and needs to the dean and, when appropriate, to the Provost;~~  
55 2. ~~Communicating and interpreting college and University decisions to the faculty;~~  
56 3. ~~Maintaining open lines of communication among specializations within the department and~~  
57 ~~encouraging appropriate balance;~~  
58 4. ~~Encouraging the development and improvement of the departmental curriculum and seeing that the~~  
59 ~~proper curriculum materials are submitted;~~  
60 5. ~~Ensuring the preparation of catalog information and schedules of class offerings in accordance~~  
61 ~~with established procedures;~~  
62 6. ~~Supervising the departmental budget, support staff, record keeping, and the requisition of supplies,~~  
63 ~~equipment, materials, and other instructional needs;~~  
64 7. ~~Scheduling regular departmental meetings and distributing minutes to appropriate individuals;~~  
65 8. ~~Serving as the chief spokesperson for departmental curriculum proposals and ensuring that~~  
66 ~~requirements are consistent with University policies;~~  
67 9. ~~Assigning and evaluating support and clerical personnel in the department;~~  
68 10. ~~Developing and following procedures to assign faculty to classes, laboratories, studios, and other~~  
69 ~~responsibilities;~~  
70 11. ~~Reporting undesirable or potentially hazardous conditions with respect to the physical plant;~~  
71 12. ~~Providing appropriate information and reports as requested by the dean and other administrative~~  
72 ~~offices;~~  
73 13. ~~Facilitating and encouraging grants and contracts from extramural sources;~~  
74 14. ~~Coordinating and supervising the development of departmental five-year plans, accreditation and~~  
75 ~~departmental evaluations, and other reviews; and~~  
76 15. ~~Administering the departmental budget within established guidelines.~~

77

78 **~~Faculty Personnel Functions~~**

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

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

98  
99 **~~Liaison Functions~~**

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

- 103 ~~1. Maintaining liaison with other departments and support units;~~
- 104 ~~2. Encouraging public relations activities and enhancing the departmental image and reputation on~~  
105 ~~and off campus;~~
- 106 ~~3. Promoting interdepartmental and interdisciplinary cooperation in the development and~~  
107 ~~maintenance of academic programs; and~~
- 108 ~~4. Cooperating with departments, colleges, and other units in the accomplishment of their tasks.~~

109  
110 **~~Student-Related Functions~~**

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

- 114 ~~1. Coordinating the academic advisement process and monitoring the process to ensure that it is~~  
115 ~~responsive to changing student needs and aspirations;~~
- 116 ~~2. Encouraging student clubs and organizations which foster achievement and professional~~  
117 ~~development;~~
- 118 ~~3. Following procedures for resolving student complaints about faculty, courses, and programs;~~

- ~~4. Promoting the establishment of scholarships and fellowships for students in the department;~~
- ~~5. Informing students of special departmental registration procedures and enrollment criteria, etc., and administering those procedures when appropriate; and~~
- ~~6. Encouraging student participation and involvement in department activities.~~

### **Leadership Functions**

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

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

### **Operational Functions**

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

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

### **Annual Merit Evaluation Procedure for Department Chairpersons**

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

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

- 2. The annual eEvaluation of the chairperson's teaching, professional growth, and service will be conducted by the department faculty, following using the department-approved criteria and

161 procedures for evaluation of faculty. ~~This may be done by the full faculty, a faculty committee,~~  
162 ~~the chair of the department tenure and promotion committee, or another committee as agreed~~  
163 ~~upon by the department. The college dean shall ensure that department procedures are in place to~~  
164 ~~designate who among the faculty will review the chair's teaching effectiveness, professional~~  
165 ~~growth, and service.~~

166 3. The chairperson's workload and responsibilities should be considered when assessing teaching,  
167 professional growth, and service. The chairperson's responsibilities will be included in the  
168 evaluation of service.

169 4. Evaluation of the chairperson's administrative responsibilities will be based on the  
170 responsibilities of a department chairperson as defined above.

171 ~~An annual evaluation is not required if a chairperson is undergoing periodic or extraordinary evaluation.~~  
172 ~~If a chairperson resigns following the initiation of the review process, materials submitted may be used~~  
173 ~~for an annual merit review.~~

#### 174 **Guidelines for Dean evaluation of Administrative Duties:**

175 1. Annual evaluation of department chairperson administrative duties shall be conducted by the  
176 college dean.

177 2. ~~The dean's evaluation reflects only the responsibilities of the chairperson (see above).~~

178 5. Dean may solicit feedback from faculty regarding administrative strengths and areas for  
179 improvement.

180 4. ~~Dean communicates chairperson evaluation to the faculty.~~

181 6. ~~The department forwards their written evaluation of the chairperson's teaching, professional~~  
182 ~~growth, and service to the dean.~~ The dean communicates the evaluation results with the  
183 chairperson, and the chairperson is given the opportunity to agree or disagree in writing. ~~The dean~~  
184 ~~decides on the chairperson's overall annual performance evaluation.~~ The dean forwards all the  
185 evaluations and justifications, with an optional written any response from the chairperson to the  
186 provost. The provost provides a resolution if needed to the president. ~~At the conclusion of the~~  
187 ~~process, and communicates the results of the chairperson's annual merit evaluation to the~~  
188 ~~chairperson and dean. are communicated to all involved parties.~~

189 7. An annual evaluation is not required if a chairperson is undergoing periodic or extraordinary  
190 evaluation. If a chairperson resigns following the initiation of the review process, materials  
191 submitted may be used for an annual merit review.

#### 192 **Calendar for Chairperson Annual Performance Program**

193 The performance evaluation process shall be conducted according to the calendar is indicated in the  
194 Faculty Handbook under Faculty Annual Merit Program (Chapter 2).

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

196 Faculty and staff are encouraged to share informal feedback with their chairperson and dean on  
197 an ongoing basis. The periodic evaluation procedure, a constructive process, focuses primarily on gaining  
198 insights from the chairperson's constituencies so that recommendations can be made to improve overall  
199 effectiveness. Flexibility in the process should be maintained to accommodate differences between  
200 departments.

201 1. Chairpersons will provide a Record of Service and curriculum vitae to faculty members and the  
202 dean to document recent activities.

- 206 2. Departments may develop internal procedures, approved by the dean, to add items to the  
207 “Evaluation of Department Chairpersons” instrument. Any items added to the instrument are  
208 subject to the review and approval of the dean and provost. In the absence of department  
209 procedures, the dean approves additional items.
- 210 3. The dean meets with the department to discuss the process, reporting format, and procedures to  
211 ensure appropriate anonymity and follow up. In this meeting, procedures are reviewed, a  
212 timetable is set, and whether additional items should be added is decided.
- 213 4. The dean provides faculty and staff with access to the online review instrument. Faculty  
214 members have five working days to complete and submit responses. All faculty are encouraged to  
215 participate unless there is an identified conflict of interest. The dean may schedule individual  
216 meetings with faculty members for purposes of follow-up, clarification, and additional input.
- 217 5. Concurrent with faculty input, the dean collects information from other chairpersons and  
218 individuals outside the department associated with the chairperson.
- 219 6. Within a month after all information has been collected, the dean summarizes the input in a letter  
220 to the chairperson. The document presents collected responses.
- 221 7. After the summary is provided to the chairperson, the dean meets with the chairperson to discuss  
222 the findings. The department chairperson may respond to any part of the report.
- 223 8. The dean submits a document to the department for review and response. The document will  
224 include tabulation of the items on the instrument, summary of written comments, and specific  
225 recommendations.
- 226 9. Approximately two weeks after the document is shared with the department, the  
227 dean meets with the department. A summary of this meeting is appended by the dean to  
228 the recommendation submitted to the provost.
- 229 10. The dean submits the final summary recommendations, along with all support data, to  
230 the provost. The summary and recommendations are also shared with the  
231 chairperson and department members.
- 232 11. The provost schedules a meeting with the dean and department chairperson to discuss the  
233 summary and determine appropriate actions.
- 234 12. The provost discusses the recommendation with the president.
- 235 13. The provost informs the dean, department chairperson, and members of the department of the  
236 recommendation.
- 237 14. Upon continuation, the department chairperson and the dean will mutually agree upon a  
238 chairperson development plan which shall be filed with the provost.  
239

### **Extraordinary Department Chairperson Evaluation**

241 An extraordinary evaluation of the department chairperson may be initiated at any time by a  
242 majority vote of the full-time faculty and staff of the department in accordance with departmental  
243 procedures. In the absence of a defined departmental procedure, the dean of the college will assist faculty  
244 with the procedures of an extraordinary evaluation of a department chairperson. The respective college  
245 dean or the provost may also initiate an extraordinary evaluation at any time. Upon receipt of a request for  
246 extraordinary evaluation, the appropriate college dean convenes with the department as described in the  
247 periodic evaluation cycle. The general procedures and instrument to be used are described in this  
248 document. Special attention is given to the timing of the evaluation and areas of special concern resulting  
249 from the extraordinary request.

### **THE REVIEW PROCEDURE FOR DEPARTMENT CHAIRPERSONS**

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

257  
258 **Procedures for the Review of Department Chairpersons**

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

- 263 1. ~~Colleagues in the department are encouraged to provide informal suggestions to the department~~  
264 ~~chairperson on an ongoing basis. Departments may develop internal procedures to delineate~~  
265 ~~additional items to be added to the "Review of Department Chairpersons" instrument.~~
- 266 2. ~~At the initiation of the review cycle, the dean shall meet with the department for the purposes of~~  
267 ~~discussing the process, reporting format, and procedures to ensure appropriate anonymity and follow-~~  
268 ~~up; reviewing the procedures; agreeing upon a timetable; and determining whether additional items~~  
269 ~~should be added to the instrument. Where the source of an instrument cannot be identified, the~~  
270 ~~responses will not be discarded.~~
- 271 3. ~~The Dean shall make an online review instrument available to members of the department.~~  
272 ~~Faculty members shall have one week to complete and submit the review instrument. All faculty are~~  
273 ~~encouraged to participate unless there is an identified conflict of interest. The dean will have an~~  
274 ~~opportunity to schedule individual meetings with faculty members for purposes of follow-up,~~  
275 ~~clarification, and additional input.~~
- 276 4. ~~Concurrent with the solicitation of faculty input, the dean will collect information through the~~  
277 ~~review instrument or through other appropriate means, from other chairpersons and individuals~~  
278 ~~outside the department associated with the department chairperson.~~
- 279 5. ~~Within a month after all information has been collected, the dean will summarize the input and~~  
280 ~~draft a letter to the department chairperson. Among other matters, the document will present~~  
281 ~~responses received from those solicited.~~
- 282 6. ~~Following submission of a proposed summary report to the department chairperson, the dean will~~  
283 ~~meet with the individual to discuss the report. The department chairperson will have an opportunity to~~  
284 ~~respond to all parts of the recommendation.~~
- 285 7. ~~After due deliberation, the dean will submit a document to the department for review and~~  
286 ~~response. The document will include a tabulation of the items on the instrument, a summary of~~  
287 ~~written comments, and specific recommendations.~~
- 288 8. ~~Approximately two weeks after the document has been shared with the department, the dean will~~  
289 ~~meet with members of the department for additional discussion. A summary of this meeting will be~~  
290 ~~appended by the dean to the final recommendation submitted to the Provost.~~
- 291 9. ~~The dean will submit the final summary recommendations, along with all support data, to the~~  
292 ~~Provost. The summary and recommendations will also be shared with the chairperson involved and~~

- 293 ~~will be made available to members of the department.~~  
294 ~~10. Upon receipt of the recommendation, the Provost will schedule a meeting with the dean and~~  
295 ~~department chairperson for the purposes of discussion and determination of appropriate action.~~  
296 ~~11. The Provost will discuss the recommendation with the President for final disposition.~~  
297 ~~12. The Provost will properly inform the dean, department chairperson, and members of the~~  
298 ~~department of the recommendation.~~  
299 ~~13. Upon continuation, the department chairperson and the dean will mutually agree upon a~~  
300 ~~chairperson Development Plan which shall be filed with the Provost.~~

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## 302 **THE SELECTION PROCEDURE FOR CHAIRPERSONS**

### 303 **The Selection Procedure for Chairpersons**

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

- 306 1. The search committee is responsible, within the standard hiring procedures established by the  
307 University's Office of Human Resources, for establishing its own procedures for reviewing  
308 ~~candidates-candidacies.~~
- 309 2. Finalists are interviewed by the search committee, the college dean, and the ~~provost~~ **Provost**.  
310 Candidates ~~may~~ **will** meet with ~~departmental~~ faculty ~~individually and/or as a group~~ and others as  
311 designated by the search committee. The search committee will meet with the department to  
312 discuss the candidates.
- 313 3. ~~To be hired above Assistant Professor the individual must meet the departmental criteria for that~~  
314 ~~rank, as judged by the Departmental Tenure and Promotion Advisory Committee, which will~~  
315 ~~make that determination of all the finalists before an invitation to campus is extended. Only after~~  
316 ~~this has been done may that person be offered a contract and will automatically be granted tenure~~  
317 ~~upon appointment.~~ ~~To be hired above the rank of assistant professor, the individual must meet~~  
318 ~~the departmental tenure and promotion criteria for the rank that they are hired into (associate or~~  
319 ~~full professor) as recommended and reviewed by the department tenure and promotion~~  
320 ~~committee.~~
- 321 4. ~~After completing its search, the search committee will approve and provide the college dean with~~  
322 ~~a memo, with copies to each member of the search committee, that outlines each candidate's~~  
323 ~~potential for further consideration in the search process. The memo should include a summary of~~  
324 ~~each candidate's strengths and challenges relative to the position and his/her potential for~~  
325 ~~consideration. The "potential for further consideration" could be phrased using such terms as~~  
326 ~~"Strongly Consider", "Consider", "Undecided", "Hesitant to Consider", "Do Not Consider".~~  
327 ~~After completing its search, the search committee provides a memo to the college dean, with~~  
328 ~~copies to each member of the search committee, that outlines each candidate's potential for~~  
329 ~~further consideration in the search process. The memo summarizes each candidate's strengths and~~  
330 ~~challenges relative to the position and their potential for consideration. The "potential for further~~  
331 ~~consideration" could be phrased using such terms as "Strongly Consider," "Consider," "Hesitant~~  
332 ~~to Consider."~~



- 333 5. After reviewing the search committee's recommendations, the college dean makes ~~no fewer than~~  
334 ~~at least~~ two recommendations to the ~~provost~~ ~~Provost~~ who, in turn, makes a final recommendation  
335 to the ~~president~~ ~~President~~.
- 336 6. ~~In the event that none of the recommended candidates accepts the appointment, the search is~~  
337 ~~considered a failed search and closed. A new search must be opened to fill the vacancy and the~~  
338 ~~process begins anew.~~ If none of the recommended candidates accepts the appointment, the dean  
339 can request to review and screen a second pool of applicants, or request to close the search and  
340 proceed with a new search.

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<u>Action</u>	<u>Date</u>
Introduced to Senate	2/28/2024
Second Senate Meeting	3/20/2024
Faculty Senate Vote	
President's Review	
15 Day Review	
Posted to Faculty Handbook	

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