FACULTY SENATE             SOUTHEAST MISSOURI STATE UNIVERSITY

FACULTY SENATE BILL 14-A-33

Approved by the Faculty Senate
October 1, 2014

BRIEF SUMMARY: This bill specifies the policy portion of the existing Faculty Handbook section on The College Dean: Role, Responsibility, and Review (Chapter 1, Section F8).

REVISING “THE COLLEGE DEAN: ROLE, RESPONSIBILITY, AND REVIEW” TO ESTABLISH A POLICY SECTION

BE IT RESOLVED THAT: subject to the passage and approval of both this bill and its companion bill establishing a corresponding “procedures” section, Chapter 1, Section F8 of the Faculty Handbook be amended by replacing the existing content with the following “policy” section (with the companion “procedure” to follow it in the Handbook):

The College Dean: Role, Responsibility, and Review - Policy Section

The organizational structures of Southeast Missouri State University are designed to foster participation by all members of the academic community in the formulation of academic policies. Under this system, the professional expertise of faculty members and administrators is integrated, and their many perspectives unite in participatory academic decision making. Within this framework, the University establishes the teaching/learning environment essential for faculty and students and permits faculty members to fulfill their teaching, research, and service responsibilities. It is from this perspective that the University's colleges were organized and are operated.

The Role of the College

A college is a group of academic departments so assigned according to common methodologies or related curricular, research, or disciplinary orientations. Thus grouped, the departments maintain their uniqueness and integrity while the college coordinates joint administrative tasks. A college may also house interdisciplinary centers, programs, and institutes.

The college structure facilitates the smooth flow of information and direction from the central administration to the departments and information from the departments to the central administration. It thus encourages administrative efficiency and effectiveness at all levels.

The college represents and promotes to the University and the general community the common as well as the unique interests of each of its units. It encourages cooperation and mutual support between the units,
mediates conflict, and thus stimulates broader and more useful applications of the work of the constituent units. The college fosters and monitors instructional, scholarly, and creative activity.

Identifying immediate and long-range objectives and assisting departments in similar activity at their level, the college is the location for evaluating achievement of these objectives. The college is the primary recipient of resources which are reallocated by the Provost for support of departmental programs. It also monitors the use of fiscal resources.

**The Responsibilities of the College Dean**

The dean is responsible for providing leadership which allows the departments in the college to attain their unique educational objectives while promoting the common interests of faculties in closely related academic areas. Consequently, the dean must possess the ability to identify closely with the various disciplines within the college in order to articulate their concerns to the administration and to relate University-wide aims and purposes to the needs and goals of the departments. The dean assists department chairpersons in fostering the professional development of the college faculty and coordinating the development of departmental programs.

The dean is responsible for representing the financial needs of the college in the annual academic budget and coordinating the allocation of approved operating and equipment funds to the departments. In personnel matters, the dean is advised by a college council and other established committees composed of department chairpersons and/or elected departmental representatives; however, the dean is ultimately responsible for all recommendations to appropriate academic officials, committees, or agencies outside the college or University. To provide this type of leadership, the dean must bring to this office a distinguished career in teaching and research/scholarship, together with effective communication skills and administrative experience. He/she must be able to elicit the professional trust and respect of the college faculty so as to speak with a representative and persuasive voice in the larger University community concerning matters of concern to the college.

The dean is responsible for encouraging departments to identify and articulate their immediate and long-term objectives and to assess progress toward the attainment of these objectives through periodic department reviews. In concert with the department chairpersons, the dean strives to promote the scholarship, research, and program development activities of the college faculty. Consistent with this perspective, the dean must be willing to have her/his own performance evaluated on the basis of the extent to which her/his efforts promote growth of programs and the professional activities of the faculty.

**The Review of the College Dean**

The review of the dean is an extension of the collegial process that encourages faculty participation in the governance of the college. The assessment of the dean is made possible through both formal and informal review mechanisms and periodic review cycles. Each of these is designed to aid the dean in assessing
individual performance and for suggesting areas that might be strengthened. Throughout the academic year, department chairpersons and administrators share a responsibility to provide informally to the dean insights that may improve his/her overall leadership effectiveness. Annually, the dean will meet with the Provost for the purpose of discussing his/her administrative performance. A written summary of this meeting will be shared with the individual dean and the President.

Periodic Dean Review. A newly appointed dean will be reviewed during the third year of her/his service as dean at the University. In the middle of the third year, the Provost will inform the dean and faculty members in the college that the review is being initiated. All faculty members will follow the general procedures and use the standard instrument. Department chairpersons in the college, other deans on campus, and other selected individuals will be asked by the Provost to follow the same general procedures and submit assessments directly to the Office of Institutional Research. The continuing appointment as dean will be subject to this review. The normal periodic review for individuals continued in the deanship will be within a three- to five-year cycle as recommended by the Provost.

Extraordinary Review of the Dean. An extraordinary review of the dean may be initiated at any time by a vote of the majority of the departments in the college. A majority vote of the members of a department in accordance with departmental procedures will be considered a departmental vote to call for the review. The Provost may also initiate a review.

The Selection Process

Qualifications

Each college dean should substantially meet the following criteria:

1. An earned doctorate from an accredited University in a discipline represented by one of the departments in the college.
2. Evidence of scholarly and/or research achievements.
3. Distinguished teaching experience at the college/University level.
4. Administrative experience or demonstrated administrative capability.
5. Commitment to the principles of collegiality in governance.
6. Commitment to academic excellence.

Search Committee

When a vacancy occurs, the Provost instructs the chairperson of each department in the college to conduct an election to select two nominees from which a representative will be selected to serve as a member of the search committee. In addition to these departmental representatives, the President of the University with the advice of the Provost appoints two administrators, student representation, and when appropriate, a representative from outside the University to serve on the search committee and designates its chairperson. The Dean of the Graduate School officer or designee will serve on the search committee.
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<tr>
<td>Introduced to Senate</td>
<td>9/17/14</td>
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<td>Second Senate Meeting</td>
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<td>Faculty Senate Vote</td>
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<td>President's Review</td>
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<td>15 Day Review</td>
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