Governance Document
Department of Natural Resource Ecology and Management

Article I: Purpose and Goals

This Governance Document defines the role of and procedures for faculty and staff participation in the governance of the Department of Natural Resource Ecology and Management. The goals of this document are to promote effective and efficient operation of the Department in meeting its mission.

Other documents that affect Department governance are:

1. Iowa State University Faculty Handbook
2. College of Agriculture and Life Sciences governance documents
3. Iowa State University General Catalog
4. American Federation of State, County, and Municipal Employees (AFSCME) contract
5. Guidelines and Best Practices for Promotion and Tenure Process, Provost’s Office, Iowa State University

This Governance Document is subservient to those listed above, and properly adopted changes in those documents that are in conflict with provisions in the document shall supersede said provisions of this document.

Article II: Department Mission and Vision

Mission: The Department of Natural Resource Ecology and Management (NREM) is dedicated to the understanding, effective management, and sustainable use of our renewable natural resources through the land-grant missions of teaching, research, and extension. The disciplinary focus of NREM is broad in scope, ranging from individual organisms to landscapes, from natural to managed ecosystems, from wilderness to agricultural and urban systems, from local to international environments, and from resource preservation to sustainable use. Understanding and effectively managing our natural resources requires long-term vision and multidisciplinary approaches. As such, NREM personnel work with people from diverse disciplines across the University and within federal and state agencies and non-governmental organizations. A diversity of disciplines is reflected in NREM, including ecology and other biological sciences, social science, economics, sustainable resource management and use, and human dimensions. The expertise of NREM
personnel helps to serve society through the land-grant tradition of working with undergraduate and graduate students, state and federal government agencies, non-governmental organizations, businesses, and the public. Thus, NREM provides answers to natural resource problems in Iowa, the Midwest, and the nation.

**Vision**: The vision that guides NREM in attaining its mission is diverse and includes the following:

- A student-centered environment—advising, instruction, and supporting activities (social, learning, and professional networking)
- Graduates who are widely considered top-quality professionals—competent, capable, collaborative, dependable, and disciplined
- Mutually-productive and supportive relationships with stakeholders (landowners, agencies, parents, students, and youth and conservation groups)
- Excellence in applied research, solution science, and science that matters—relevant, focused on Iowa and the Midwest, but with national and global application
- Outreach and extension that serve the interests of stakeholders and natural resource sustainability.

Article III. [updated April 2013]. Department personnel have a wide range of responsibilities in achieving NREM’s missions in instruction, research/scholarship and extension/outreach. Personnel are classified into the following categories:

1. Faculty and Chair:
   - Tenure and tenure-eligible. A person on a tenure-eligible appointment for a specified term is considered to be in a probationary period of service leading to tenure. The length of this period is specified at the time of initial appointment, but it may not exceed seven years, except in cases of part-time tenure-eligible appointments and in cases of the approved extension of the tenure-clock.
   - Non-tenure-eligible include; lecturer, Senior lecturer and Adjunct Appointments. Non-tenure-eligible faculty positions are term appointments eligible for renewal based upon the quality of performance and the continuing need of the unit. requiring a notice of one year of intent not to renew.
     - Lecturer and Senior lecturer – appointed to a term not to exceed five years,
Adjunct (ISU) - term appointments not to exceed five years that are eligible for renewal based upon the quality of performance.

Adjunct (Non-ISU) - These appointments recognize contributions of these individuals to NREM teaching, extension/professional practice, and/or research.

Visiting Professor - Individuals who are faculty members at another institution should be appointed as Visiting Professors

Professional and Scientific: Positions have a wide range of responsibilities including teaching, research, extension but may have no more than 30% teaching responsibilities

Merit System: Governed by an agreement between the State of Iowa and the American Federation of State, County and Municipal Employees, Iowa Public Employees Council 61, AFL-CIO.

Graduate Assistants: Research and/or teaching appointments

Hourly Employees:

Article IV: Faculty and Chair Responsibilities

The faculty and Chair share responsibility for departmental operations. The faculty have an important voice in setting policy and the Chair is responsible for departmental administration; however, there are often no clear boundaries between areas of responsibility of faculty and Chair. It is expected that the faculty and Chair will approach departmental governance in a cooperative and positive spirit.

Responsibilities of the Chair relative to departmental governance include:

- Preparing and administering the Department’s teaching, experiment station, and extension budgets and ISU Foundation accounts in consultation with the faculty as appropriate in the spirit of shared governance
- Recommending personnel actions (faculty hiring and promotion and tenure decisions) to the Dean as directed by the faculty
- Assigning teaching and committee responsibilities consistent with position responsibility statements of individual faculty members, the Department’s strategic plan, and course staffing plans developed by the Curriculum Committee
- Conducting faculty performance reviews with the goals of retaining excellent faculty members, encouraging excellence of individual faculty members, achieving University performance benchmarks, and implementing the Department’s strategic plan
• Recommending to the Dean salary adjustments for faculty and staff, and starting salary for new members of the faculty
• Facilitating recruitment and retention of outstanding faculty and encouraging competitiveness and productivity of the faculty
• Establishing ad hoc committees, assigning ad hoc committee membership and responsibilities, and terminating ad hoc committees
• Assigning membership to standing committees

The Department’s faculty enjoy the University’s practice of shared governance in which the faculty are self-directed in matters of setting priorities for departmentally-funded staffing (faculty, staff,
and technical support positions), decisions on interviewing and recommendations on hiring of departmentally-approved open faculty positions, decisions on promotion and tenure (see Article VI), and content and delivery of academic programs.

Responsibilities of the faculty relative to departmental governance include:

- Strategic planning necessary to address the Department’s mission, to address the Department’s role in executing the University and College strategic plans, to meet University and College benchmarks for productivity, to promote excellence of the faculty, and to enhance the Department’s competitiveness
- Developing a faculty staffing plan that fully supports the Department’s strategic plan
- Execution of the Department’s faculty staffing plan including composing announcements for open positions, conducting candidate searches, conducting interviews, and selecting candidates to recommend to the Dean
- Setting departmental benchmarks for teaching, research, extension/outreach, and citizenship
- Establishing standing committees, their responsibilities, and membership guidelines
- Conducting promotion, tenure, and post-tenure reviews of faculty members
- Conducting performance reviews of the Chair at the request of the Dean

Article V: Voting Privileges

The Department defines “voting privileges” on the basis of voting issues and faculty/staff status. Hereafter, “voting personnel” shall refer to the following categories of NREM employees that can be considered for voting privileges:

- Faculty
  - Tenured
  - Tenure-track
  - Collaborators who hold full rights and responsibilities of tenure-track faculty within the Department (Leader and Assistant Leaders of the ICFWRU)
  - Lecturers and adjuncts employed by the University
  - P&S employees with faculty rank, paid from departmental funds
- P&S and merit employees
- Employed elsewhere (adjuncts, collaborators and affiliates)
Voting issues are divided into the following categories. The issues and voting privileges for voting personnel are as follows:

- Tenure and/or promotion
  - Voting personnel: tenured faculty and the Leader and Assistant Leaders of the ICFWRU

- Position announcements and faculty hiring decisions (including joint and courtesy appointments)
  - Voting personnel: tenured faculty, tenure-track faculty, the Leader and Assistant Leaders of the ICFWRU, and other voting personnel who have been granted voting privileges

- Decisions having long-term (≥ 3 years) impact on the Department (e.g., new buildings, additions and retentions to departmentally budgeted faculty and staff appointments, financial commitments to salary)
  - Voting personnel: tenured faculty, tenure-track faculty, the Leader and Assistant Leaders of the ICFWRU, and other voting personnel who have been granted voting privileges

- Academic matters (e.g., curriculum)
  - Voting personnel: tenured faculty, tenure-track faculty, the Leader and Assistant Leaders of the ICFWRU, adjunct faculty, collaborating faculty with voting privileges, lecturers, and P&S faculty with academic rank

- All other appropriate departmental business
  - Voting personnel: tenured faculty, tenure-track faculty, the Leader and Assistant Leaders of the ICFWRU, adjunct faculty, collaborating faculty with voting rights, lecturers, P&S and merit employees, and other departmental personnel with voting privileges.

Other departmental personnel may apply for voting privileges commensurate with their responsibilities to the department and their rights as specified in the University Faculty Handbook. This is initiated by written communication to the Department Chair, indicating the rationale for, and period of, voting privileges requested. The duration of the voting privilege shall not exceed the person’s current contract. Each such request must be approved by a mail, e-mail, or written ballot by tenured faculty, tenure-track faculty, and the Leader and Assistant Leaders of the ICFWRU, which reserves the right to specify terms and conditions of voting privileges. The request will be
decided by the voting personnel and approved with two-thirds majority vote of the tenured faculty, tenure-track faculty, and the Leader and Assistant Leaders of the ICFWRU.

Graduate/undergraduate student representatives may be called upon by the Department to provide input to certain departmental businesses, such as search committees.

Article VI: Conduct of Faculty Business and Voting Procedures

The Chair or his/her designee presides as chair of faculty meetings. Meetings shall be conducted following Robert's Rules of Order as the parliamentary procedure. The Chair shall designate a Secretary, who may be a faculty member or a P&S or merit employee. The Secretary shall:

- Maintain current rosters of the categories of voting personnel
- Maintain minutes of faculty meetings, which shall be available in the Department's main office
- Maintain a current copy of this Governance Document and current copies of the related documents listed in Article I

Faculty and combined faculty and staff meetings are scheduled by the Chair at a frequency deemed appropriate by the Chair and faculty. Regular meetings will be scheduled to minimize overlap with faculty lecture and lab schedules and will be announced within the first two weeks of each semester. Other meetings shall be announced at least one week in advance of the scheduled time. The Chair must call for a faculty meeting within two weeks if requested in writing by at least two members of the voting personnel, or when presented with a proposed amendment to this Governance Document.

A quorum shall consist of 50% of the voting personnel as defined in Article V. Approval by a majority (more than one-half) of the voting personnel present is required to pass questions brought to a vote. Duration of voting shall be a minimum of one week for faculty hires, promotion, tenure, post-tenure, and issues requiring a long-term (≥3 year) commitment of funds and, unless otherwise specified, approval by a majority of voting personnel is required on these matters. Method of voting (show of hands, paper ballot, email ballot, or other) is decided by a simple majority of the voting personnel.

Article VII: Departmental Committees
The purpose of committees is to provide an organizational framework for departmental personnel to collectively conduct activities vital to the Department. Committees are chaired by persons budgeted in the Department whereas committee membership may include any persons budgeted in the Department as well as students or others from within or outside the Department or University.

By the third week of fall semester, the Chair shall publish a list of departmental standing committees, their responsibilities, and a listing of the chair and members of each committee. The Chair may, at any time, appoint an ad hoc committee (minimum of 3 members) to address specific issues that may arise. Standing committees, their composition, and their responsibilities include:

**Academic Affairs and Orientation** (at least one student services staff member and two faculty members) – The role of this committee is to coordinate student advising, provide orientation programming for both organized orientation sessions and individual student visits, and maintain information about students not routinely kept by advisors.

**Advisory Council Planning Committee** (three faculty, one administrative support P&S/merit staff member, and one student services staff member) – This committee works in collaboration with the faculty and Chair to establish an advisory council to the Department and coordinates annual meetings between advisory council members and NREM personnel.

**Awards** (three faculty, one P&S, and one merit employee) – This committee considers and nominates departmental faculty and staff for annual performance awards that are made by the College, University, and Board of Regents. It maintains information on awards made by relevant scientific and professional societies and other natural resources organizations and nominates faculty and staff for such awards.

**Chair Advisory Committee** (four faculty) – This committee provides insight and guidance to the Chair on matters of departmental concern.

**Computer Facilities** (computer support specialist [if staffed], GIS laboratory manager [if staffed], one faculty member, one undergraduate student, and one graduate student) – This committee provides oversight for purchase and maintenance of departmental computers (particularly those purchased with student computer fees), suggests guidelines for purchase of departmental computing equipment, and develops and maintains a computer technology plan for the Department including preparing proposals for university technology fees.
Curriculum and Catalog (four faculty and one student services staff member) – This committee leads faculty decision making on course and curriculum revisions and interacts with College and University committees on curriculum and catalog matters. It is co-chaired by a committee member from both of the Department’s undergraduate majors. One of the committee co-chairs represents the Department on the College curriculum committee.

Errington Lecture (three faculty, one P&S employee, and student representatives at the Chair’s discretion, and one outside member of the EEB faculty) – In memory of internationally renowned ISU wildlife ecologist, Dr. Paul L. Errington, the Department annually sponsors a distinguished scientist to present a public lecture in the general subject area of applied ecology and to interact with students, faculty, and staff. This committee selects the lecturer, makes arrangements for the visit and presentations, and cooperates with other ISU units to secure financial and logistical support.

Graduate Affairs (four faculty, the DOGE) Members of this committee must be members of the ISU Graduate Faculty. They review applicants to the departmental graduate program and make admission recommendations to the DOGE, according to NREM’s graduate admissions policy. The DOGE then sends a response letter to the applicant(s). The committee periodically revises the departmental Graduate Student Handbook. The committee considers and makes recommendations to the departmental graduate faculty on revisions to departmental graduate degree programs and requirements. This committee also facilitates faculty decision making on graduate course and curriculum revisions.

Promotion and Tenure Review (three to five tenured faculty) – Members of this committee are appointed by the Chair in consultation with the candidate. In general, the committee works jointly with the Chair and the candidate to manage the processes of faculty promotion and tenure review of the candidate. Specific responsibilities of the committee are detailed in Article IX of this document.

Safety and Facilities (one faculty, one P&S, and one merit employee) – This committee conducts an annual inspection of departmental laboratory facilities to ascertain compliance with University, state, and federal regulations on laboratory safety. The committee makes recommendations to the Chair for needed facilities improvements and provides information on safety training requirements for laboratory and field personnel.

Scholarship (four faculty - two each from each of the Department’s undergraduate majors, and two staff members) – This committee advertises departmental scholarships, evaluates scholarship
applications, and arranges for the presentation of awards (e.g., assists students in planning and conducting the annual recognition banquet).

**Staff Welfare** (one faculty, one P&S administrative staff, and up to two merit employees) – This committee plans and prepares for official departmental social, alumni, and donor cultivation events. The committee also arranges for sending flowers, cards, and memorials, as needed.

**Article VIII: Faculty Performance Appraisal**

The performance of each faculty member shall be reviewed annually by the Chair in accordance with procedures specified in the current appropriate College Performance Appraisal Process. The appraisal process includes a review of the Position Responsibility Statement (PRS) to ensure that it accurately reflects the faculty member’s responsibilities. The faculty member’s accomplishments of the preceding year and the faculty member’s objectives for the upcoming year also are reviewed. The purpose of the faculty performance appraisal is to provide the Chair with a detailed knowledge of the faculty member’s activities and productivity, and to assist the faculty member in setting appropriate goals and meeting performance expectations.

**Article IX: Promotion and Tenure**

The Department shall distinguish between three primary components of the promotion and tenure review process: the initial tenure decision and promotion to associate professor, promotion from associate to full professor, and post-tenure review. The Department shall adhere to the “one person, one vote” policy in all promotion and tenure recommendations requiring faculty vote (Section 5.2.4.1 of the Faculty Handbook).

**Probationary, Tenure-track Faculty**

New tenure-track faculty ordinarily have a probationary period of seven years that includes an initial four-year term appointment and a formal probationary review conducted in the third year. With a positive probationary review, the appointment is renewed for three more years; the candidate will receive a one-year notice if the appointment is not renewed. The mandatory (penultimate) year for review for promotion and tenure of probationary faculty is the sixth year.

Review of the candidate’s documents will be conducted by the Promotion and Tenure Review Committee (PTRC). The purpose of the probationary review is to provide the faculty member with feedback in accordance with the current promotion and tenure guidelines. A report from the PTRC will be given to the Chair who will then communicate the review findings with the
faculty member. In cases where the faculty member receives time credit of 3 years or less from previously held positions, the PTRC will conduct the review two years before the end of the probationary period (i.e., one year before their mandatory application for tenure).

Materials for the probationary review will include the candidate’s PRS, complete vita and a two-page document summarizing his or her program impact, teaching effectiveness, scholarly accomplishments (as detailed on the Provost’s web site on Guidelines and Best Practices for Promotion and Tenure Process), and proof of institutional and professional citizenship. A draft dossier [i.e., to be used later for promotion and tenure (P&T)] that contains these materials will be used for the probationary review. Departmental faculty may be asked for input concerning institutional and professional citizenship of the candidate.

The suggested timing of the mid-term review for probationary faculty is as follows:

- April 15 (year prior to year of review)—probationary faculty in need of review are notified by the Chair
- March 15—materials for probationary faculty review due to the PTRC
- April 30—feedback from the PTRC provided to the Chair for consultation with the probationary faculty member

Application for promotion to associate professor with tenure requires more extensive materials than the mid-term review. The materials to be submitted include the PRS, complete vita and portfolio (as detailed in the faculty handbook and the Provost’s web page), and other materials as required by the College and University (Faculty Handbook Section 5.2.4.2.1). The voting personnel, as defined in Article V, will vote on awarding promotion and tenure and submit the result to the PTRC, which then summarizes and forwards the results to the Chair. The Chair considers the PTRC report and all other related evidence in his/her recommendation letter to the Dean (see Section 1.3 Tab 3: Department Evaluation, in Guidelines and Best Practices for Promotion and Tenure Process, Provost’s Office, Iowa State University).

The approximate timing of departmental activity leading to a decision on tenure and promotion to Associate Professor is as follows:

- April 15—in the case of mandatory review, the Chair will notify or remind the candidate and the PTRC of the review by this date and the following timelines apply. If it is not the
penultimate year of their contract, the candidate must notify the Chair in writing of their intent to seek promotion and tenure.

- May 1—the PTRC will be made aware of the candidate’s intent and will find appropriate faculty (faculty may or may not be a member of the PTRC) to assist the candidate as they develop their documentation. Both the candidate and the PTRC will recommend independent lists of potential external referees to the Chair.

- August 1—the candidate’s documentation, including PRS, vita, and portfolio, must be received by the PTRC. The PTRC will review the candidate’s dossier, and will provide the candidate with feedback on their dossier, allowing time for changes before they are sent to external reviewers.

- August 15—the Chair selects and solicits external reference letters. The external reviewers will receive the PRS and vita along with other P&T materials as defined by the Provost.

- October 1—the dossier and any supporting materials (excluding external review letters) the candidate chooses to provide are made available for review by the voting personnel.

- October 15—the voting personnel, as defined in Article V, will vote on awarding promotion and tenure. The PTRC will report the result to the Chair, who forwards the results to the College together with the Chair’s recommendation.

- November 1—the dossier including only tabs 1 (PRS and curriculum vita), 2 (documentation of candidate’s scholarship and performance, summary of faculty portfolio), and 3 (department evaluations), the external reviews, and recommendation letters from the Chair and the PTRC, are forwarded to the College.

**Promotion to Professor**

Reviews of faculty wishing to be promoted to full professor are conducted much the same as for those faculty being promoted to associate professor. In addition to criteria established by the College and University, institutional and professional citizenship will be a consideration in the evaluation of candidates. Departmental faculty may be asked for input concerning institutional and professional citizenship of the candidate.

The approximate timing of departmental activity leading to a decision on promotion to Professor is as follows:

- April 15—the candidate must notify the Chair in writing of their intent to seek promotion
May 1—the PTRC will be made aware of the candidate’s intent and will find appropriate faculty (faculty may or may not be a member of the PTRC) to assist the candidate as they develop their documentation. Both the candidate and the PTRC will recommend independent lists of potential external referees to the Chair.

August 1—the documentation, including PRS, vita, portfolio, and other materials required by the College and University must be received by the PTRC. The PTRC will review the candidate’s dossier, and will provide the candidate with feedback on their dossier, allowing time for changes before the College deadline, which is typically around November 1. The PTRC will provide a copy of the review report to the Chair who will share and discuss the report with the faculty member. The Chair will also provide a letter summarizing expectations and the faculty member’s progress toward achieving these expectations.

August 15—the Chair selects and solicits external reference letters. The external reviewers will receive the PRS and vita along with other P&T guideline materials as defined by the Provost

October 1—the dossier and all supporting materials (excluding external review letters) are made available for review by the voting personnel

October 15—the voting personnel, as defined in Article V, will vote on awarding promotion. The PTRC will report the result to the Chair, who forwards the results to the College together with the Chair’s recommendation.

November 1—the dossier including only tabs 1, 2, and 3, the external reviews, and recommendation letters from the Chair and the PTRC, are forwarded to the College.

Post-Tenure Review

Each tenured and continuously appointed faculty member’s accomplishments will be reviewed every 7 years in accordance with the current Department, College, and University Post-Tenure Review Guidelines. The review will be conducted by the PTRC, with an evaluation and recommendation forwarded to the Chair. Faculty will be evaluated sequentially based on the length of service since the faculty member’s previous promotion or post-tenure review.

Reviews will include the candidate’s PRS, complete vita, and a two-page document summarizing his or her program impact, teaching effectiveness, scholarly accomplishments and evidence of institutional and professional citizenship.

The timing of post-tenure review is as follows:
• April 15 (previous year)—faculty in need of review are notified by the Chair (so they can be excluded from the PTRC)
• February 15—materials for post-tenure faculty review due to the PTRC
• March 15—the PTRC will meet with the faculty member and discuss their recommendations
• April 15—a summary of the PTRC’s appraisals and recommendations will be given to the Chair in order for the Chair to develop a plan for improvement with the faculty member if such a plan is deemed necessary

Article X: Non-Tenure-Track Faculty (Adjunct, Lecturers, and Senior Lecturers) [updated April 2013]

All non-tenure-track faculty with renewable Letters of Intent (LOI) will be reviewed according to Department, College, and University guidelines for non-tenure-track faculty annually, every six semesters of employment, and before a reappointment decision, as per Section 5.4.1.2 of the Faculty Handbook. Annual reviews shall be conducted by the department chair; further reviews should be conducted by a faculty committee least every six semesters of employment. Eligibility for renewal is based on the quality of performance according to the person’s Position Responsibility Statement (PRS), as derived from the advertised position, and continuing need of the department. At each renewal time, the PRS may change, depending on the continuing and/or changing needs of the department. The PRS will be discussed and disagreements negotiated at that time as a part of the renewal agreement. The agreed upon PRS will be signed by both parties and dated. Persons appointed as Senior Lecturer and Senior Clinician must receive notice by May 15 of the year preceding the end of the term appointment (or at least 12 months in advance of the end of the term appointment when the appointment end date is not May 15) of intent to renew or not renew. Persons on adjunct appointment may be reviewed by an appropriate faculty committee for advancement to Adjunct Associate Professor or Adjunct Professor using established criteria appropriate to the position (more information at: http://www.provost.iastate.edu/help/promotion-and-tenure/nte-advancement-review).

Article XI: Joint and Courtesy Academic Appointments

Joint academic appointment is held by a faculty member from another department who is also a member of the NREM faculty. As per the Faculty Handbook Section 3.3.7, the appointment requires a LOI signed by the Chairs of both departments, Dean or Deans of the college(s) involved, and the Provost. In approving the appointment, the second (i.e., minority) department should stipulate, in writing, the role the faculty member will play in that department, including the person’s rights with respect to involvement in the governance of the department.
A courtesy academic appointment in NREM is held by a faculty member whose home or primary department funds his or her entire salary. The term of the courtesy appointment shall be stated on the LOI, shall be for three to five years, and is renewable. Applications and renewals require approval by the voting personnel with a two-thirds majority vote (defined in Article V). The applicant’s current vita, LOI, and other pertinent documents including the PRS shall be available to faculty for review prior to voting. Faculty with courtesy appointments have no voting rights, but may request such rights. This request will be decided by the voting personnel and approved with two-thirds majority vote of the tenured, tenure-track, and the Leader and Assistant Leaders of the ICFWRU.

Article XII: Faculty PRS and Work Assignments
Teaching, student advising, research, extension, outreach, and service duties shall be assigned by the Chair in consultation with the faculty member and in accordance with the current Department strategic plan. Any change to the PRS shall be mutually agreed to by the Chair and faculty member. Any disagreement between the Chair and the faculty member regarding the latter’s PRS shall be resolved following the PRS mediation guidelines set forth in the Faculty Handbook Section 5.1.1.5.

As per Faculty Handbook Section 5.1.1.5:

- For new appointments, the Chair and the faculty member shall agree on the PRS that should be based on the responsibilities of the position as advertised. The PRS should remain in place for the first three years of the appointment, and usually stays in effect until tenure review; it shall be reviewed when tenure is granted for any necessary changes.

- For tenured faculty members, the PRS shall be evaluated at least every five years as part of the annual review process; it may be changed more frequently as part of the annual review process.

- For faculty with joint appointments, the PRS will be written and signed by the faculty member and the two Chairs involved. The PRS shall be evaluated in both departments according to the guidelines in these departments.

- For the Chair, the PRS will be written by the Chair and the Dean and should reflect the administrative and departmental responsibilities of the position. Changes to the Chair’s PRS shall be mutually agreed to by both Chair and the Dean.

- For Lecturers, Senior Lecturers, Clinicians, Senior Clinicians, and Adjunct Appointments, the Chair and the faculty member shall agree on the PRS that should be based on the responsibilities of the position.

**Article XIII: Department Planning Retreat**

The Department shall hold a planning retreat at least every two years to review and revise departmental plans and programs, including its vision and mission statements. The Chair, in consultation with the faculty, will set the time of the retreat. All members of the faculty are expected to participate in the retreat in partial fulfillment of service to the Department.

**Article XIV: Salary Assignments and Adjustments**
The Chair shall be responsible for assigning faculty salaries. Guidance or counsel may be sought from the PTRC, the Chair Advisory Committee, or any selected individuals in relation to the Department's allocation of available funds for salary adjustments. The Chair shall provide each faculty member with information on the average percent adjustment for the Department and an explanation for the difference if the faculty member's rate is quite different from the departmental average.

**Article XV. Grievance Procedures**

Grievance procedures for faculty, graduate students, and undergraduate students are described in Section 9 of the Faculty Handbook, Chapter 9 of the Graduate College Handbook, and in the ISU General Catalog, respectively. For P&S and merit employees, grievance procedures are given in Chapter 3.11.3 of the P&S Handbook and in the American Federation of State, County, and Municipal Employees (AFSCME) contract. The AFSCME contract outlines the grievance procedure in Article IV (http://www.hrs.iastate.edu/AFSCME_CONTRACT.htm#rule_iv) and Appendix M-2 (http://www.hrs.iastate.edu/AFSCME_CONTRACT.htm#Appendix_M).

**Article XVI: Amendments**

The policies and procedures described herein are effective upon adoption by a two-thirds affirmative written vote of the voting personnel. Proposed amendments to this document may be made by tenured, tenure-track, and ICFWRU faculty and shall be submitted in writing to the Chair for inclusion in a regularly scheduled faculty meeting agenda. The faculty shall discuss the proposed amendment and voting occurs within the week following and until the next regular faculty meeting. Revisions will require two-thirds affirmative written vote of the faculty.

An ad hoc committee may be appointed by the Chair to ensure that there are no conflicts between the provisions of this document and any new guidelines or policy changes that may be set forth by the College, University, or in the Faculty Handbook. The committee shall be responsible for reconciling any differences that may result from their review of this document.
Article XVII: Adoption

This Governance document is proposed as a replacement for the Department of Natural Resource Ecology and Management Governance Document that was approved April 11, 2003 and revised April 28, 2005. This proposed amendment shall go into effect upon a two-thirds majority approval of the voting faculty.