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**DEPARTMENT OF NATURAL
RESOURCE ECOLOGY AND
MANAGEMENT**

GOVERNANCE DOCUMENT

Iowa State University

Ames, Iowa

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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 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. [Promotion and Tenure Review Process: Guidelines, 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:

- Providing a student-centered environment for instruction and advising, and promoting activities that foster social, learning, and professional networking;
- Producing graduates who are widely considered top-quality professionals - competent, capable, collaborative, dependable, and disciplined;
- Maintaining mutually productive and supportive relationships with stakeholders (landowners, agencies, parents, students, and conservation groups);
- Conducting excellent applied and basic research, particularly “solution science” that is relevant and focused on Iowa and the Midwest, but also has global application; and
- Providing outreach and extension that serves the interest of stakeholders and promotes natural resource sustainability.

Article III: Department Personnel

Department personnel are classified into five categories:

- Faculty
 - Tenure-eligible Faculty
 - Regular faculty are tenure/tenure eligible and include the following ranks: Assistant, Associate, or Full Professors on A- or B-Base appointments. A tenure-eligible appointment is appointed for a specific term considered to be probationary; renewal is based on progress toward tenure. Term appointments are considered to be a probationary period of service specified at the time of initial appointment, but may not exceed seven years.
 - Joint members are those who hold appointments in more than one department (see Faculty Handbook). If academic appointments are equal to or greater than 50% in NREM, they are members of the NREM Voting Faculty.
 - Non-Tenure-Eligible Appointments
 - Non-tenure-eligible appointments (lecturer, senior lecturer and adjunct) positions are term appointments eligible for renewal based upon the quality of performance and the continuing need of the unit. They are subject to approval by the Dean and Senior Vice President and Provost. Individuals appointed to these positions will be evaluated for compensation and advancement using established criteria appropriate to their positions. Evaluations for renewal of appointment will be conducted by an appropriate faculty committee and recommended by the department Chair. Typical appointments are B-base and may be full or part-time.
 - Renewable term appointments shall not exceed five years.
 - Eligible for graduate faculty in accordance with Graduate College procedures.
 - Appropriate graduate/professional degree is required for these appointments.
 - Adjunct titles at Associate, Assistant and Full Professor ranks are used for limited term or part-time for specific teaching, research or extension responsibilities.
 - Adjunct titles may be used for persons who are employed elsewhere but have unique expertise and qualify for faculty at ISU.
 - Non-Tenure-Eligible Research (NTER) faculty appointments are established with the expectation that the individual will participate in and/or develop a sustainable research program, and that funding for salary will be from external grants and contracts. NTER appointments initially may be funded either entirely or partially from existing grants for which principal investigators (PIs) need assistance in conducting the research.
 - NTER appointments may be made at the rank of Research Assistant, Research Associate or Research Professor. The default appointment base for NTER faculty will be A-base. The salary shall be set at the comparable rate for the respective faculty rank within the department/discipline.
 - A Position Responsibility Statement (PRS) is required and will document the agreed-upon responsibilities and percentage of effort. NTER appointments are limited-term (five year maximum) with possibility of renewal.

Appointments automatically expire at the term end date specified in the Letter of Intent unless a reappointment is offered.

- Renewal is contingent upon satisfactory performance as specified in the PRS, the department's continued interest in the research work of the individual, and sustained funding. Renewal is also contingent upon the department's ability to provide the appropriate support for the research (e.g., the physical space).
 - Any reappointment will follow the same peer review process as per the original appointment process.
 - NTER faculty are required to hold a Ph.D. or terminal degree in the field, and have expertise in the relevant discipline.
 - Promotion of NTER faculty members will be guided by the same requirements as for tenured and tenure-eligible faculty.
 - Competitive recruitment is required for all initial NTER appointments. The search process for NTER faculty shall involve tenure-eligible faculty in the review of applications, final recommendation, and determination of rank.
 - Funding for salary/benefits will be solely from external grants and contracts. No more than 10% of NTER faculty effort may be devoted to activities other than research, but funding must be from non-general-fund sources. It is expected that NTER faculty will serve as PI (or Co-PI) and will secure funds from external grants or contracts in order to support their own salary.
 - NTER faculty shall have an annual performance evaluation conducted by the department chair. In addition, a faculty committee shall conduct a peer review of the individual's performance every three years in accordance with the Faculty Handbook. These reviews should take into account the NTER faculty member's PRS, effectiveness in fulfilling the specified research mission, and the ability of the NTER faculty member to obtain and sustain extramural salary support.
 - Termination and Non-Renewal: NTER appointments are term appointments. At any time during the contract period the position may be terminated without cause and/or due to lack of grant funding. (See FH 5.4.6 for language on non-renewal and termination.)
- Emeritus faculty
 - A tenured faculty member who has attained the rank of Full Professor and who retires immediately following ten or more continuous years of employment by Iowa State University automatically will be given Emeritus at the rank of Professor.
 - A tenured faculty member who has retired at the rank of Assistant or Associate Professor and who has distinguished him/herself through meritorious service to the university and the profession also may be given, through process of nomination, the Emeritus at a designation at the last rank held.
 - Collaborators are not employed by the university but who are appointed to the faculty because of special expertise that benefits the department and university.
 - Rank is determined and voted on by faculty and reflects scholarly qualifications.
 - Collaborators may have voting rights associated with faculty members except for votes related to promotion and/or tenure issues.

- Affiliate personnel are not employed by the university but carry out scholarly activities that benefit the department and university.
 - Unlike collaborators, affiliates are not employed on a regular basis outside of the university.
 - Rank is determined and voted on by faculty and reflects scholarly qualifications.
 - Appointments may be made for one to three years and may be renewed.
 - Since affiliates are not recruited following university affirmative action procedures, they may not be assigned duties or responsibilities - such as teaching courses or providing research support for other faculty or staff - that would ordinarily be carried out by a person in a faculty or P&S position.
 - If financial support from a grant or contract is obtained for which the affiliate is the principal investigator PI, then they may be paid through the university's payroll system and participate in the university's benefits program, providing support through grant money.
- Visiting appointments include individuals who are usually a faculty member of another institution and are appointed at the rank held at that institution; however visiting faculty may also come from business or industry or government.
 - A visiting appointment is usually for one academic year and is not subject to renewal.
 - Since visiting appointments are not renewable, the university's affirmative action procedures do not apply and the position need not be advertised.
 - Visitors appointed for at least nine months may, at their option, participate in the university's benefits program. (ISU Faculty Handbook Section 3.3.5).
- Professional and Scientific (P&S)
- Merit System
- Graduate Assistants
- Hourly Employees

All individuals in these categories have important roles and responsibilities in achieving NREM's mission. However, the faculty and Chair shall govern NREM within established College and University procedures.

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. The Business Office model for the administration of the Department consists of the Chair representing both NREM and Entomology with support staff common to both departments.

The overall responsibilities of the Chair are to effectively manage and provide leadership for the department's fiscal, physical and personnel resources by:

- Provide proactive leadership for Departmental management including Departmental reviews, accreditation and strategic planning.
- Promote excellent communication within the department; among faculty, staff and students; and with external partners through regular meetings, written and oral means.

- Manage Departmental resources needed to support the department, College, and University strategic plan in an efficient and equitable manner in consultation with the faculty as appropriate in the spirit of shared governance.
- Manage, prepare and administer the Department's teaching, experiment station, and extension budgets and ISU Foundation accounts.
- Effectively manage departmental NREM/ENT Business Office.
- Facilitate recruitment and retention of outstanding faculty including starting salary, startup packages and partner accommodations, if appropriate.
- Encourage faculty excellence, effectiveness, and professional growth in assigned roles; identify and assign faculty mentors, provide an effective annual performance evaluation and P&T process, communicate professional development opportunities, and encourage professional engagement.
- Address scholarship and accomplishments in teaching, research, extension, and institutional service in relation to the PRS during annual performance reviews.
- Assess faculty and staff performance; provide constructive feedback and awards as appropriate. Recommend salary adjustments for faculty and staff.
- Support the instructional mission of the department through teaching assignments that are consistent with disciplinary expertise, individual PRS, and departmental needs.
- Assign membership to standing committees, establish and assign ad hoc committees as needed, and terminate ad hoc committees as needed.
- Support the extension/outreach mission of the department by encouraging opportunities for stakeholder engagement.
- Support a collegial and supportive department culture by encouraging respectful and open dialog, engagement, and involvement in institutional service.

In consultation with the Chair, the Associate Chair is to provide leadership especially in the area of the teaching programs and curriculum. The Associate Chair position is a 5-year commitment and is chosen from the department that is not the tenure home of the Chair. This provides balanced leadership for the administration of the NREM and ENT Departments. The Associate Chair has a 10% appointment in addition to their service load.

Responsibilities include:

- Provide leadership for the instruction programs of both departments. This includes curriculum review and updates and coordination with the Student Services Department.
- Provide input into faculty course assignments and teaching assistantship assignments.
- Conduct annual reviews for Lecturers and Senior Lecturers.
- Oversee the collection and development of teaching key performance indicators (TKPIs).
- Participate in the NREM curriculum committees as appropriate.
- Represent the department at activities and professionally as coordinated with the Chair.
- Collaborate with Chair in advisory/roundtable events.
- Serves on the NREM/ENT Chair Advisory Committee.

The Department's faculty welcomes the practice of shared governance and will practice it to the maximum extent possible. In particular, the faculty will set priorities for staffing (both faculty and staff positions), provide input into hiring of approved open positions, make informed decisions on promotion and tenure (see Article VI), and guide content and delivery of academic programs.

Responsibilities of the faculty relative to departmental governance include:

- Participating in 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.
- Executing 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.
- Conducting promotion, tenure, and post-tenure reviews of faculty members.
- Conducting periodic performance review 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
 - Lecturers and adjuncts employed by the University
 - P&S employees with faculty rank
- P&S and merit employees

Non-tenured-track faculty (collaborators, adjunct professors, etc.) may have departmental voting privileges extended to them (or renewed) for a 5-year period by a two-thirds affirmative vote of tenured and tenured-track faculty.

Voting issues are divided into the following categories. The issues and voting privileges for voting personnel are as follows:

- Tenure and/or promotion to Associate Professor
 - Voting personnel: tenured faculty
- Promotion to Full Professor
 - Voting personnel: tenured faculty
- Position announcements and faculty hiring decisions, including joint and courtesy appointments
 - Voting personnel: tenured faculty, tenure-track faculty, and non-tenured-track faculty with departmental voting privileges. All faculty and staff are expected to provide input into hiring decisions.
- Decisions requiring 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, non-tenured-track faculty with departmental voting privileges, and the Leader and Assistant Leaders of the ICFWRU.
- Academic matters (e.g., curriculum)
 - Voting personnel: tenured faculty, tenure-track faculty, the Leader and Assistant Leaders of the ICFWRU (graduate curriculum), adjunct faculty, collaborators, lecturers, and P&S faculty with academic rank who have approved voting rights.

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

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. 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 September 1 of each year, 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 three 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 one faculty member) – 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.

- *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) – Joint committee with Entomology. Meets regularly with the DEO to provide input into departmental management, and provides advice and input as needed.

- *Curriculum and Catalog* (three faculty [representation from both Animal Ecology and Forestry majors] 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. The Chair of the committee represents the Department on the College curriculum committee.

- *Errington Lecture* (three faculty 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 Admission* (four faculty plus the DOGE) Members of this committee must be members of the ISU Graduate faculty. Committee members review applicants to the departmental graduate program and make admission recommendations to the DOGE based on NREM’s graduate admissions policy. The DOGE then evaluates the applicant(s) and sends a response letter to the applicant(s). If the decision of the DOGE is to decline admission, the DOGE will first inform the individual faculty member sponsoring the student’s admission. In such a case, a meeting will be held with the Department Chair, DOGE and the sponsoring faculty member to be sure all factors have been considered. Following that meeting, the Department Chair will make the final decision and the DOGE will inform the applicant of the decision.

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 Committee* [PTRC] (three tenured faculty) – Members of the committee for individual faculty are selected by the Chair with input from faculty. In general, the committee works jointly with the Chair to manage the processes of faculty promotion and tenure review. Specific responsibilities of the committee are detailed in Article IX of this document.

- *Safety and Facilities* (two faculty and one P&S or 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 one staff member) – 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* (two 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: Reviews and Recommendations of Candidates for New or Vacated Faculty Positions

- The Chair, selected faculty members, and a peer-elected graduate student representative shall constitute a Search Committee when hiring new tenure-track faculty. Members from outside of the department may be added to the committee, depending on the nature of the vacant position.
- The Search Committee will draft a position description. This position description will be circulated to all faculty for input and a final draft approved by a simple majority of the faculty at a scheduled faculty meeting.
- All procedures followed by the Search Committee shall be in strict accordance with all current Iowa State University Affirmative Action and Equal Employment Opportunity policies, rules, and regulations.
- The Search Committee will screen applicants' files, and recommend the three to five candidates to be interviewed, based on a listing of each candidate's strengths and weaknesses.
- The Chair will then call a meeting of the faculty to present final list of candidates selected by search committee and approved for interviews by University human resources office.
- After interviews have been conducted, and input collected, the Search Committee will meet and present a summary of candidates' reviews to the faculty. Candidate's strengths, weaknesses and acceptability will be collected and presented to the Chair. Voting faculty will submit ballots on interviewed candidates' acceptability. All materials from the interview will be transmitted, along with the Chair's recommendation, to the Dean.

Article IX: 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.

The annual evaluation is finalized in a written document that is prepared by the department Chair and signed by both Chair and the faculty member. The report should include an evaluation of each area of the position responsibility statement as well as an overall summary assessment. It is the responsibility of the department Chair to ensure that the evaluation is finalized in a timely manner and by the university deadline. The faculty member signs the evaluation as an acknowledgement of receipt, not as an endorsement of the evaluation.

A faculty member who disagrees with the evaluation may submit a written statement of concerns that will be appended to the evaluation. The faculty member may also appeal the evaluation through the established grievance procedures (FH section 9.1).

Article X: 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). Specifically:

- Members of the NREM P&T committee function is not evaluative but limited to helping the candidate prepare the dossier, and/or which present or summarize the candidate's dossier for the faculty. Participating in this committee is not considered a vote.
- If a departmental faculty vote occurs regarding promotion and tenure decisions, eligible faculty members must vote at the departmental level (unless they have already voted as part of departmental P&T committee and may not vote again on the decision at the college or other levels).
- Since the Chair of the department independently evaluates promotion and tenure decisions, he or she may not also vote on the decision at the departmental faculty, college, or other levels.
- Other administrators participating in a promotion and tenure decision (those whose title contains the term president, provost, or dean) must only participate at the appropriate administrative level and are not allowed to vote on the decision at any other level.

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. Extension of the probationary period may be granted under special circumstances (Section 5.2.1.1).

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 may also 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 (previous year)—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 5.3.1). 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 along with the PTRC report (see Tab 3: Department Evaluation, in Promotion and Tenure Review Process: Guidelines, and FH section 5.2.4.2.4, Provost's Office).

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 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 mentors 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. The PTRC Chair summarizes the confidential outside review letters and may provide additional comments as needed to 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, 2, and 3, the external reviews, and recommendation letters from the Chair and the PTRC, are forwarded to the College.

Promotion to Full 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

Post-Tenure Review

Post-tenure review of each tenured faculty on full-time or part-time appointment will occur under the following guidelines:

- at least every seven years;
- at the faculty member’s request (but at least 5 years from last review); or
- during the year following two consecutive unsatisfactory reviews.

Faculty members are exempted from their scheduled post-tenure review if: 1) they are being reviewed for higher rank during the same year, 2) they are within one year of announced retirement or on phase retirement, or 3) they are faculty members who serve as department Chair or whose title contains the term President, Provost or Dean.

Reviews will include the candidate’s PRSs relevant during the period under review, 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; and
- April 15—a summary of the PTRC’s appraisals and recommendations will be given to the Chair for the Chair to develop a plan for improvement with the faculty member if such a plan is deemed necessary. All post-tenure review materials are sent to college for review and action.

Article XI: Non-Tenure-Track Faculty (Adjunct, Lecturers, and Senior Lecturers)

All non-tenure-track faculty with renewable Letters of Intent (LOI) will be reviewed annually according to Department, College, and University guidelines for non-tenure-track faculty and before

a reappointment decision, as per Section 5.4.1.2 of the Faculty Handbook. The Chair will conduct the review of these positions for renewal by May 15 (Section 5.4.1.2 of the Faculty Handbook).

Article XII: 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 3.3.8, 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 granted to a faculty member from another department (home or primary department) that 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.

Article XIII: 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. See Article VIII.
- 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 XIV: 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 and format of the retreat. All members of the faculty are expected to participate in the retreat in partial fulfillment of service to the Department. When actual attendance is not possible, faculty members must still be active participants in any deliberations arising associated with the retreat.

Article XV: Faculty 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 less than 1/3 of the departmental average.

Article XVI. 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 [grievance](#) procedures are noted in the Policy Library while merit employees grievance procedures are noted in Article IV of the current American Federation of State, County, and Municipal Employees (AFSCME) [contract](#).

Article XVII: 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. Changes should be voted on by the departmental faculty unless the new rules are stated exactly as required by the College, University, or Faculty Handbook

Article XVIII: Adoption

This Governance document is proposed as a replacement for the Department of Natural Resource Ecology and Management Governance Document that was originally approved April 11, 2008. This proposed replacement shall go into effect upon a two-thirds majority approval of the voting faculty.

Approved 09/21/2015.