

**BYLAWS OF
DEPARTMENT OF WILDLIFE ECOLOGY AND CONSERVATION
UNIVERSITY OF FLORIDA
(Ratified February 2010)**

Preamble

The shared goals of the faculty and administration of the Department of Wildlife Ecology and Conservation are to attain excellence in academic responsibilities of teaching, research, Extension and service and to provide a quality and ethical work environment. These goals can best be achieved with a governance structure from the Department level to the University level that fosters collegiality, collaboration, mutual responsibility and accountability, and transparency.

Mission Statement: Department of Wildlife Ecology and Conservation

The mission of the Department of Wildlife Ecology and Conservation is to foster education, expand knowledge, and reward scholarship, using multi-disciplinary approaches, for the purpose of understanding, managing, and conserving biological resources. The primary goal of our teaching, research, and extension programs is to develop and communicate the knowledge necessary for enhancing the conservation and management of wildlife and their habitats for the greatest aesthetic, ecological, economic, and recreational values.

Article I - Governance of the Department of Wildlife Ecology and Conservation

These Bylaws establish the general principles by which the Department of Wildlife Ecology and Conservation shall be governed. These Bylaws are governed by and subordinate to the Constitutions of the Institute of Food and Agricultural Sciences and the University and the policies and directives of the University of Florida's Board of Trustees and the Florida Board of Governors. Operating within the context of these Bylaws, the governance of the Department of Wildlife Ecology and Conservation shall be shared between the administration and the faculty.

Article II - The Faculty

Section 1. Faculty Membership

The faculty of the Department of Wildlife Ecology and Conservation shall consist of individuals in tenured, tenure-accruing, and non tenure-accruing faculty positions. For policies governing non-tenure accruing positions, see Appendix A. Faculty levels are defined by the University of Florida Constitution and Senate Bylaws and include the various ranks of Professor, Scholar, Lecturer, Research Scientist, Extension Scientist and Assistant In.

Section 2. Faculty Rights

- a. Faculty have the right to know the expectations of their job assignment and how they will be evaluated.
- b. Faculty have the right to assemble without limit to discuss issues of concern.
- c. Faculty have the right to open academic discourse without fear of retribution.
- d. Faculty have the right file grievances.

Section 3. Faculty Responsibilities

- a. Faculty are responsible for planning and conducting Teaching, Research, Extension and Service in a competent and professional manner.
- b. Faculty are responsible for mentoring the professional development of students, including mentoring, and organizing, attending and presenting seminars.
- c. Faculty are responsible for contributing to building a positive and constructive departmental academic community and to the operations of the Department, including the development of infrastructure, public relations, outreach functions and others that may be necessary as determined by the Chair and faculty.
- d. Faculty are responsible for contributing to the governance of the Department, IFAS, the University, and their professional societies.
- e. Faculty are responsible for performing duties and related activities under the highest standards of ethical behavior.

Section 4. Department Chair Responsibilities

The Department is headed by a Chair appointed by the Senior Vice President in accordance with the University Constitution. The Chair serves as chief executive and administrative officer of the Department. The Chair provides financial planning and policy and supervises routine operations of the Department, including faculty evaluations and evaluations of selected staff (see Appendix B for more complete description). The Chair provides programmatic leadership and links the Department to the upper administration and key stakeholders. The Chair is responsible to the Senior Vice President for administration of the Department and to the Deans for Teaching, Research and Extension, for other programmatic issues, and is the agent of the Department faculty for execution of academic policy. The Chair is expected to operate the Department in the spirit of shared governance and seek faculty input, consider it, and provide feedback and rationale about final decisions. The chair is expected to follow UF and IFAS guidelines for hiring departmental faculty and staff. The Chair may maintain a program of teaching, research and/or extension, as time permits.

Article III - Committees

Section 1. Purpose and Classification

Service on committees in the Department of Wildlife Ecology and Conservation is the primary means by which faculty can participate directly in the governance of the Department. General rules for standing committees include:

1. Standing committees should meet regularly. A secretary, selected from within the committee membership, shall keep and archive minutes and records
2. Reports of the standing committees shall be made to the faculty periodically via email messages, at faculty meetings, or using other appropriate methods for information dissemination.
3. Standing committees shall submit and archive an annual written report to the faculty (for the interval July 1 – June 30).
4. Policy recommendations developed in the standing committees shall be emailed to all faculty prior to faculty meetings at which time faculty input and discussion will be entertained.
5. Committee members for all committee, except the Administrative Advisory Committee, shall be selected by the Department Chair.

Section 2. Administrative Advisory Committee

The Faculty Administrative Advisory Committee (hereafter designated as the FAAC) is responsible for providing input to the Department Chair on matters of interest and concern to the faculty. The FAAC will review the Departmental bylaws every three years and propose modifications to the entire faculty, as necessary. The FAAC shall consist of three senior faculty members who will serve three-year staggered terms. Members of the FAAC will be elected by paper or electronic ballot on an annual basis, as one member may rotate off the committee each year. However, any member may be re-elected. The FAAC will select a chair each year. Meetings of the FAAC will be held as needed. Any member of the FAAC may call for a meeting. The agenda and the names of the committee members will be disseminated before each meeting with an invitation to faculty to propose items for discussion. Meeting minutes will be disseminated to the faculty after each meeting.

Section 3. Communications Committee

The Communications Committee is responsible for oversight of internal and external departmental communications. The Communications Committee is charged shaping and reviewing the Department's communications strategy and its implementation, making recommendations with respect to communication opportunities, and coordinating faculty involvement in communications activities.

Section 4. Diversity Affairs Committee

The Diversity Affairs Committee is responsible for overseeing all aspects of recruiting and retention of minority undergraduate and graduate students in the Department, maintaining active departmental involvement with on-campus diversity/minority groups (such as MANRRS), coordinating WEC's involvement in IFAS's minority mentors program, serving as liaison with WEC's cooperative programs at HBCU's (such as the WEC/Tuskegee Institute agreement), and coordinating other diversity-related activities.

Section 5. Extension Committee

The Extension Committee is responsible for the WEC Extension program. This committee is charged to review and make recommendations to the Department and Chair with respect to programmatic issues concerning extension and to coordinate collaborative activities such as in-service training, coordinated extension programming, RREA funding proposals, and programmatic contributions to EDIS.

Section 6. Graduate Program Committee

The Graduate Program Committee is responsible for the graduate instructional program of WEC. This committee is charged to review and make recommendations to the Department and Chair with respect to curriculum, degree requirements, admissions, graduate course scheduling, and departmental policies and practices affecting graduate students. The Committee is also charged to oversee and approve petitions for waiver of established departmental graduate policies or requirements. The Committee will also be responsible for maintaining the departmental graduate student handbook and keeping it up to date.

Section 7. Honors Program Committee

The Honors Program Committee is responsible for reviewing and making recommendations to the Department and Chair concerning the Honors Program, for coordinating the departmental honors program with the College Honors Program, and for administering the policies for honors students within the Department.

Section 8. International Affairs Committee

The International Affairs Committee is responsible for coordinating all aspects of teaching, research and extension activities involving international undergraduate and graduate students in the Department. Committee members will serve as liaison with other International programs on campus for interdisciplinary program development, facilitating international research opportunities for undergraduate and graduate students, recruiting foreign undergraduate and graduate students, and placing graduates of our program. The Committee will serve as a resource and focal point for networking with other programs in International Conservation at UF and elsewhere. Members will provide assistance, expertise, and support with the resolution of problems particular to foreign students or to domestic students participating in academic activities abroad. Members also will develop, coordinate and promote WEC's involvement in IFAS's international undergraduate and graduate academic programs involving study abroad or exchange students, and serve as liaison with similar international programs activities in other departments and colleges.

Section 9. Research Committee

The Research Committee is responsible for addressing department-wide issues pertaining to research. The committee is charged to review and make recommendations concerning issues pertaining to research policy to the Department and Chair. In addition, the committee is responsible for coordinating solicitation and review of proposals for funding opportunities that

are restricted to limited submissions from the department and for coordination of departmental research initiatives.

Section 10. Scholarship and Awards Committee

The Scholarship and Awards Committee is responsible for assembling information and remaining informed about the availability and requirements for scholarships and awards, for putting forward departmental nominees for student scholarships, for putting forward student, faculty, and staff nominees for institutional awards and for coordinating departmental awards. The Committee is charged with soliciting nominations from the faculty, assisting nominees or nominators in the preparation of scholarship or awards packets, if needed, and with writing departmental nomination letters (or providing the Department Chair with relevant information in cases where scholarships/awards requirements indicate that nominations must come from the Department Chair).

Section 11. Seminar Committee

The Departmental Seminar Committee is responsible for all aspects of organizing, advertising, and hosting weekly and special seminars during the academic year. The Committee will also oversee the hosting of seminar speakers during their visits. The Chair of the Committee is the faculty member of record for WIS 6933. The Committee will generally consist of two faculty members who will serve for a period of one semester, with membership on the Committee rotating among all on-campus departmental faculty.

Section 12. Space, Facilities, and Safety Committee

The Space, Facilities, and Safety Committee is responsible for addressing issues concerning departmental space and facilities and for coordinating issues related to health and safety of departmental faculty, students, and staff. The Committee recommends policies and procedures for departmental facilities and space to the Department and Chair. In addition, upon request by the Department Chair, the Committee will evaluate specific space needs and issues develop related recommendations. The Committee recommends allocations of space for faculty and staff office assignments, laboratories, and other departmental functions and works with university and outside staff to plan space modifications. The Committee also addresses health and safety issues in the Department, makes recommendations for safety policy to the Department and Chair, and coordinates implementation of safety policy when appropriate.

Section 13. Undergraduate Program Committee

The Undergraduate Program Committee is responsible for the undergraduate instructional program of WEC. This committee is charged to review and make recommendations to the Department and Chair with respect to curriculum, degree requirements, admissions, undergraduate course scheduling, assignment of TAs to specific undergraduate courses, departmental policies and practices affecting undergraduate students, and the peer review of faculty teaching performance. The Committee is also charged to oversee and approve petitions for waiver of established departmental undergraduate policies or requirements.

Section 14. Ad hoc committees

Ad hoc committees can be formed by the Chair or by faculty, as needed. Members of these committees shall volunteer for the assignment and shall elect a chair from among their members, if a chair is deemed necessary. Current *ad hoc* committees include:

1. Mentoring committees

Mentoring committees are assigned by the Department Chair to new faculty or others as warranted and deemed valuable by the Chair and/or the faculty member.

2. Peer evaluation of teaching committee

Faculty members requesting that their courses be evaluated will be assigned a committee of two to four members of the faculty (from within or outside the department, as appropriate) by the Department Chair. Committees will meet with the faculty member whose course is being evaluated before the semester begins to discuss the course history and provide evidence and course materials. Committee members will observe at least two or three class meetings with prior notice, and will meet with the faculty member and the Chair for a final summary and feedback session. Each member will provide a written evaluation to the Chair who will summarize the evaluation and provide it to the faculty member.

3. Search and Screen committees

Search and Screen committees will be appointed by the Chair as appropriate for assistance in recruitment and interview of new faculty positions and to provide faculty input to the Chair concerning hiring decisions.

Article IV – Faculty Meetings

The faculty meeting is a primary means of fostering communication among all faculty within the Department of Wildlife Ecology and Conservation on campus and around the state. Faculty meetings should be held each one to two months on a schedule published at the beginning of each semester. Special faculty meetings may be called by the Department Chair in addition to the regularly scheduled meetings as needed. Faculty and administration have the right to place items on the agenda for discussion by contacting the Department Chair. The agenda should be distributed via email before the faculty meeting. Departmental faculty serving as UF Senators and members of the IFAS Faculty Council and other IFAS faculty governing body on an as needed basis should email short summaries to all faculty before faculty meeting so that dialogue can be initiated on critical items currently before these governing bodies.

The faculty meeting is the most important venue for discussion of policy issues, tenure and promotion packages, changes in curriculum, new positions, and other issues relevant to our academic mission. Departmental faculty, plus emeritus, courtesy, and affiliate faculty, may speak on any issue before the faculty. Voting shall be restricted to departmental faculty under guidelines presented in Appendix A. Discussions regarding tenure and promotion should be considered confidential. Votes taken on tenure and promotion should be by paper or electronic ballot and the results made available upon request to the faculty permitted to vote.

After all candidates for new faculty positions have interviewed, the merits of each candidate will

be discussed in a faculty meeting. Written input on candidate qualifications will be submitted on an appropriate evaluation form. All faculty members may fill out an evaluation form for candidate tenure-accruing and non tenure-accruing faculty for use by the Chair in faculty hiring decisions.

Article V – Ratification and Amendments

Section 1. These Bylaws shall become effective upon their ratification by the faculty of the Department of Wildlife Ecology and Conservation with a two-thirds majority vote, concurrence of the Chair, and approval of the IFAS Senior Vice President.

Section 2. Proposals for amendments to these Bylaws may be made to the Chair by any member of the faculty.

Section 3. Changes in these Bylaws shall be made by a two-thirds majority vote, and concurrence of the Chair.

Section 4. Faculty will have one month to review and register a vote for adoption and amendment of the Bylaws.

APPENDIX A

Non-Tenure Accruing -- Faculty Appointments

Appointment of non-tenure accruing faculty of the Department of Wildlife Ecology and Conservation is mechanism for supporting and/or complementing one or more of the functional programs--teaching, research, or extension--relating to the Departmental mission. Individuals appointed in non-tenure accruing positions are rewarded for their professional contributions through participation in the scholarly pursuits of the Department of Wildlife Ecology and Conservation. Mutually productive appointments are contingent upon the collaboration, cooperation, commitment, and trust of both parties.

Various types of collaborative faculty appointments are available in the Department of Wildlife Ecology and Conservation (hereinafter, WEC) to facilitate the involvement of the university of Florida and other scientists in the teaching extension, and research programs. They type of appointment available to potential faculty varies depending on the nature of their involvement and with whom they are employed. The descriptions of the appointments listed below are consistent with those of the Office of Academic Affairs and The Graduate School.

Faculty Appointment Status Modifiers. Faculty appointment status modifiers may be included with the titles of certain conditions of the faculty appointment. The University of Florida's modifiers currently used in WEC include:

UF Faculty Associated with WEC

Joint (regular participation)
Affiliate (occasional participation)

Non-UF Employees Associated with WEC

Courtesy (regular participation)
Visiting (specific, temporary, in-depth participation)

Joint This modifier denotes a faculty member employed in another University department, but who is performing responsibilities in teaching, extension, or research in WEC on a regular basis.

Affiliate This modifier denotes a faculty member employed in another University department, but who participates in teaching, extension, or research in WEC on an occasional basis.

Courtesy This modifier denotes individuals not currently employed by the University, but who participate in teaching, extension, or research in WEC on a regular basis.

Visiting This modifier applies to appointments extended to qualified persons who are available for limited periods of time, or to appointments to positions that are available for specific temporary periods of time. They may or may not receive a stipend or salary from UF. Time spent in the appointment in excess of 3 years must have the written approval of the Office of Academic Affairs before the

reappointment for the 4th year is made. This title may not be held for more than 5 years, by UF policy.

Faculty whose title includes any of the above-mentioned status modifiers are considered members of WEC for the term of their appointment and for the purpose of the assignment of duties and responsibilities. The appointees may attend WEC meetings and speak and/or vote on WEC matters, and represent WEC, subject to the policy of WEC (described later in this document). These appointments will be reviewed periodically by WEC. Such appointments may be subject to change, reassignment, renewal, or non-renewal in accordance with University procedures.

The Florida Cooperative Fish and Wildlife Research Unit (hereinafter, Coop Unit) is a program established through a cooperative agreement among the U.S. Geological Service, Florida Fish and Wildlife Conservation Commission, U.S. Fish and Wildlife Service, University of Florida, and Wildlife Management Institute. As a consequence of this agreement, the Leader and Assistant Leaders of the Coop Unit are considered to be UF Faculty (designated as CU faculty), although their salaries are paid by the DOI. Thus, the integrative link between the Coop Unit and WEC makes the relationship of these faculty unique compared to other courtesy faculty, and, accordingly, is reflected in the privileges conferred on these appointees. In summary the CU faculty participate in all WEC activities with the same privileges accorded T faculty (including promotion) with the exception of tenure.

Given the variety of faculty types who interact with WEC, the following WEC faculty classification scheme is designed to alleviate some of the inherent confusion associated with modifiers and special circumstances.

<u>WEC Faculty Code</u>	<u>Description</u>
T	Tenured and tenure-accruing in WEC; supervised by WEC Chair
CU	Coop Unit Leader and Assistant Leaders, supervised by USGS/DOI and reviewed by WEC Chair.
NT	Non-tenure accruing; term (contract or grant) appointment; supervised by WEC chair or tenured faculty member.
J	Joint Faculty (see above).
A	Affiliate Faculty (see above).
C	Courtesy Faculty (see above).
V	Visiting Faculty (see above).

Required Qualifications of Joint (J), Affiliate (A), Courtesy (C), AND Visiting (V) Faculty

1. Candidates, who are willing to actively contribute to programs of WEC in a meaningful way, will be considered as prospective appointees.

2. Candidates must possess professional expertise supportive of WEC programs.
3. Candidates will be required to actively participate, upon appointment, in at least one of the three functional elements (teaching, research, and extension/service) of WEC. For appointments involving participation in graduate studies programming, substantive participation in teaching may be required.
4. **J** and **A** candidates who wish to participate in graduate studies programming must possess credentials satisfactory for appointment to the Graduate School, and be approved by two thirds vote, as determined by secret, written ballot, of the appropriately-ranked **T, J, CU** faculty, and subsequently, by the Graduate School. **C** and **V** candidates who wish to participate in graduate studies programming must possess credentials satisfactory for appointment to the Graduate School, they must be stationed in the greater Gainesville area, and their applications will be pre-screened by the WEC Graduate Programs Committee prior to being put forward for approval by two-thirds vote, as determined by secret, written ballot, of the appropriately-ranked **T, J, and CU** faculty, and subsequently, by the Graduate School. **C** and **V** candidates who will not participate in graduate studies programming may be approved by two thirds vote, as determined by secret, written ballot, of the appropriately-ranked **T, J, and CU** faculty, but the department will not forward their application to the Graduate School.
5. Candidates for **C, V** faculty must maintain a partnership with at least one **T, CU** faculty with respect to one of the functional elements of WEC.

Nomination and Initial Appointment Procedures

1. Prospective candidates for **NT, CU, J, A, C, V** faculty appointments can be nominated only by a **T, CU, J** WEC faculty member. Candidates for **C, V** appointments are expected to work closely with their nominator (potential partner), especially those who wish to be involved in advising/supervising graduate students.
2. The nominating faculty member shall provide a written statement, addressed to the Chair, detailing the anticipated contributions that the prospective appointee will make to WEC, including the expected period of time required for such contributions to be made, as well as the professional qualifications of the prospective appointee. The nominating faculty also will recommend the professional rank (e.g., Assistant, Associate, Professor) for the respective appointee, consistent with the status held elsewhere.
3. The nominee will supply to the Chair a written statement indicating his/her intended activities in WEC program elements.
4. All nomination materials for prospective appointees shall be submitted to the WEC chair for review by the **T** and **CU** faculty at least 14 days prior to a meeting at which the nomination will be considered by the **T** and **CU** faculty.

5. Recommendation of individuals as **NT, J, A, C** faculty, at any rank, must be supported by a two-thirds majority vote, as determined by a secret written ballot, of the **T** and **CU** faculty. Appointment of individuals as **V** faculty, at any rank, requires only the approval of the WEC chair.
6. Results of the votes on candidates for **NT, CT, J, A, C** appointments will constitute a recommendation to the WEC Chair, who will be responsible for recommending the appointment of candidates to IFAS/UF. The Chair also will notify, in writing, each nominee of appointment, or denial of same.

Participation in WEC Affairs

1. All faculty members. Regardless of faculty-code classification, are expected to periodically participate in WEC faculty meetings, seminars, candidate interviews, strategic planning, and other departmental activities.
2. All faculty with graduate faculty status may serve on graduate supervisory committees. **T, NT, CU** faculty with graduate faculty status may chair or co-chair graduate committees; **A, C, V** faculty with graduate faculty status may co-chair graduate committees with a **T, NT, CU** faculty member who has graduate faculty status. They will also be expected, if asked, to serve on a minimum of 2 additional graduate committees for every committee they chair or co-chair. All faculty are expected to assist their graduate students with all departmental and university requirements for their respective degrees.
3. **T, NT, CU, J** faculty are eligible to serve on WEC standing committees and search and screen committees. Further, **A, C, V** faculty may serve on these committees by approval of the WEC Chair. In no case shall **CU, A, C, NT, V** faculty members collectively constitute a majority of the membership of any WEC standing committee.
4. All faculty are encouraged to participate in discussion of WEC curricula development and instructional policy; however, only **T, CU, and J** faculty may vote on the adoption of changes in curricula or instructional policy.
5. All faculty are encouraged to participate in discussion of WEC research and extension programs and policies; however, only **T, CU, and J** faculty are eligible to vote on issues relating to these programs and policies.
6. Only **T** and **CU** faculty may vote on WEC **T** faculty appointments and consideration of tenure and/or promotion (**CU** faculty may vote on promotions, not tenure).

Procedures for Renewal of Non-tenure Accruing Faculty Appointments

1. During odd-numbered years, appointments of **NT, A, C, V** faculty will be reviewed by the Department Chair. The WEC Chair may request a written statement detailing both the nature and extent of their involvement with the other WEC faculty and students

during the previous calendar year and their intended future involvement with WEC programs, and solicit additional information from the WEC faculty in this review.

2. Renewal of **NT, A, C, V** faculty shall be made at the discretion of the WEC Chair based on the review conducted. However, any **T, CU** faculty member may request formal reconsideration of any **NT, A, C, V** faculty by the entire **T** and **CU** faculty, and in these cases, renewal of the appointment requires a two-thirds majority vote, as determined by secret ballot, of the **T** and **CU** faculty. The vote will be preceded by an official meeting of the **T** and **CU** faculty, at which time the involvement and contributions of the appointees will be evaluated.
3. **J** faculty who wish to maintain their appointment in WEC will submit to the WEC Chair, by 28 February of every third year (beginning in 1995), a written statement detailing both the nature and extent of their involvement with the other WEC faculty and students during the preceding 3 calendar years and their intended future involvement with WEC programs.
4. Renewal of **J** faculty appointments shall be at the discretion of the WEC Chair. However, any **T, CU** faculty member may request formal reconsideration of any **NT, A, C, V** faculty, and in these cases, renewal of the appointment requires a two-thirds majority vote, as determined by secret ballot, of the **T** and **CU** faculty. The vote will be preceded by an official meeting of the **T** and **CU** faculty, at which time the involvement and contributions of the appointees will be evaluated.
5. **NT, C, CU** faculty at the Assistant and Associate levels also will be reviewed by **T** and **CU** faculty of higher rank, similar to **T** faculty undergoing tenure and promotion consideration. Advancement in rank will be determined according to IFAS and University procedures.
6. Results of the votes on candidates for reappointment or promotion in rank will constitute a recommendation to the WEC Chair, who will be responsible for recommending the appointment of the candidates to IFAS/UF. The Chair also will notify each nominee, in writing, of reappointment or promotion in rank, or denial of same.
7. In case of denial of re-appointment, the length of time remaining as WEC faculty will be consistent with UF policy as it applies to **Tenure-track** faculty (i.e., tied to length of time of service). Exceptions may be made as appropriate to accommodate in-progress graduate students working with the faculty member.

Procedure for Renewal of this Appendix

1. Only **T, CU, J** faculty may call for an ad hoc review of the document. Any ad hoc review of the document must be approved by a two-thirds majority vote of the **T** and **CU** faculty, or by request of the WEC Chair. In any case, this document shall be reviewed or updated every 3 years.

This document was originally adopted on March 27, 1995 and was modified and renewed on August 21, 2000. On October 15, 2007 it was reviewed and updated. The document was approved by a vote of 13 yes, 0 no, and 0 abstained of the faculty in the Wildlife Ecology & Conservation Department present at the faculty meeting where this policy was discussed on October 15, 2007.

Appendix B

Department Chair Position Description

The Department Chair serves as the faculty's representative to the UF/IFAS administration, and the administration's representative to the faculty. The primary role of the Chair is to develop excellence in wildlife ecology and conservation programs by functioning as a facilitator, guiding and overseeing the Department's personnel in providing needed services to the residents of the State of Florida.

The Department Chair provides coordination, accountability, and administrative functions for the Department in Gainesville by:

1. Providing leadership to faculty, staff, and students in carrying out the IFAS mission and the Land-Grant philosophy, fostering an appropriate tone, developing a set of policies, and promoting department programs in instruction, research, Extension, and service;
2. Developing and managing human, fiscal, and physical resources in support of departmental instruction, research, Extension, and service activities, within the constraints imposed by resource availability;
3. Developing and maintaining networks and relationships, both internal and external to the department, including fostering interagency, interdisciplinary, and private partnerships in support of academic functions of the Department;
4. Evaluating and rewarding excellence in all forms of scholarship.

The Department Chair is directly accountable to the IFAS Deans for the quality and direction of departmental programs, to the IFAS Vice President for administrative matters and the overall administrative efficiency of the Department, and to the Faculty for internal program management of space, personnel, and other resources provided.

Specific Tasks and Duties of the Department Chair

1. Governance

- a. Facilitate development and administration of department policies, goals, and objectives
- b. Conduct faculty meetings

- c. Establish department committees
- d. Use committees effectively
- e. Delegate some administrative responsibilities to faculty and/or committees
- f. Facilitate development and administration of department policies, goals and objectives
- g. Help determine services to be supplied by the department to College, University, and State
- h. Serve as an advocate for the department and its personnel
- i. Enhance diversity of Department and oversee compliance with affirmative action plans of the University.

2. Department Programs

- a. Communicate and facilitate vision of Department directions and programs to faculty, students, staff, administration, and stakeholders.
- b. Provide oversight of class scheduling
- c. Provide oversight of space allocation
- d. Provide oversight of student activities and research
- e. Provide oversight of department curriculum, stimulating change as needed
- f. Support the activities of the undergraduate and graduate coordinators
- g. Work to assure availability of space and equipment to meet needs for teaching, research, and extension efforts.

3. Faculty Activities

- a. Set tone of high professional, ethical, and scientific excellence in Department
- b. Reward academic performance and scholarship in all forms, including discovery, dissemination, and application of knowledge
- c. Establish processes for recruitment and selection of faculty members
- d. Assign faculty responsibilities such as teaching, research, committee work, etc. to faculty.
- e. Provide oversight of peer evaluation process
- f. Facilitate coordination among faculty for statewide programs
- g. Monitor and evaluate faculty performance in teaching, research, extension, and

service.

- h. Deal with unsatisfactory faculty and staff performance
- i. Maintain communication between department and other units of the university
- j. Reduce, resolve, and prevent conflict among faculty members
- k. Facilitate when appropriate, faculty participation in departmental, college, and university activities, including governance.

5. External Communication

- a. Serve as interface between department and deans, and other administrators
- b. Serve as interface between department and USDA, and other appropriate agencies and groups as necessary
- c. Serve as contact for outside groups requesting information about department and programs
- d. Oversee production of department advertising and recruitment material.

5. Budget and Resources

- a. Communicate department needs to administration
- b. Administer department budget (state and federal funds allocated by deans)
- c. Provide oversight of faculty contract and grant budgets
- d. Review travel activities, especially out-of-state travel
- e. Coordinate special requests to deans for funding
- f. Encourage submission by faculty of grant and contract proposals
- g. Reallocate space and support staff to meet changing needs and requirements
- h. Coordinate with Administrative Committee on use or distribution of year- end funds.

6. Facilities and Office Personnel Management

- a. Manage department facilities, including inventory control
- b. Initiate and supervise new construction projects and renovation, as necessary
- c. Provide for building security, safety, and maintenance.
- d. Hire, supervise and evaluate selected staff
- e. Supervise department personnel, record-keeping, and accounting functions
- f. Compile information for productivity reports.

7. Professional Development

- a. Foster the development of each faculty member's interests and talents, blending these efforts into a functional program
- b. Encourage faculty personnel development, including participation in self improvement programs, faculty development leaves, consulting, and international experiences
- c. Foster excellence in teaching, research, extension, and service
- d. Promote affirmative action
- e. Encourage faculty to contribute to the enhancement of the department's and institution's visibility and reputation.

8. Personal Development

- a. Keep current with developments in field of expertise
- b. Contribute to productivity and reputation of the department through participation in the department's programs in teaching, research, extension, and/or service.

APPENDIX C

Mentoring and Three-Year Review of Junior Faculty

1. The Chair, in consultation with faculty member, selects a mentoring committee composed of at least two tenured faculty members from within the Wildlife Ecology and Conservation department (with additional members from outside the department, if appropriate). Faculty mentors should be chosen based on their expertise and Research/Teaching/Extension assignment.
2. Mentees should provide their mentoring committee members with their annual plan of work and report of accomplishments.
3. Mentors provide an annual written assessment of the mentee's progress towards tenure to the tenure-track faculty member.
4. A mid-career review will be conducted for faculty members in the tenure probationary period no later than the close of the third year of academic service.
5. Junior faculty will prepare a packet documenting their achievements (without external letters).
6. The packet will be emailed to all tenured departmental faculty who are invited to review the packet and provide written comments to the Chair.
7. The Chair synthesizes faculty comments and shares this assessment with the tenure-accruing faculty member.
8. The Chair's letter and the faculty assessment letter accompany the three-year packet to IFAS Administration.

APPENDIX D

The University of Florida Department of Wildlife Ecology and Conservation Advisory Council

Council objectives

The objectives of the Advisory Council are 1) to advise the Chair of the Department of Wildlife Ecology and Conservation, IFAS administration, and the University of Florida administration on ways to achieve excellence in the Department's research, education, and extension missions; 2) to help identify, and when appropriate, capitalize on opportunities for program development, improvement, and enrichment; and 3) to provide an interface for communication and interactions between the Department and key stakeholder groups.

Council membership

Council members will serve at the invitation of the Department Chair for a three-year term. Members may be considered for reappointment for additional terms. The Council will consist of individuals who are not employees of the University of Florida who are interested in helping advance the Department's mission and who are in a position to promote this goal. The Council may include representatives from state, federal, and other governmental organizations, non-governmental organizations, industry, and private individuals.

Council meetings

The Council will meet once or twice each year. One meeting each year will take place on the University of Florida campus, and, if the Council desires, a second meeting may occur in other locations of interest to the Council where Departmental activities are underway.

Council governance

The Council will elect a Chair. The Council Chair will be responsible for facilitating Council meetings. The Department Chair will work with the Council Chair to determine the agenda for the Council meetings. Council members may identify items to be placed on the agenda in advance of Council meetings. The Council may draft and forward resolutions to the Department, IFAS, the University of Florida, or outside audiences to achieve Council goals.

Departmental support

Staff of the Department of Wildlife Ecology and Conservation will serve to assist the Advisory Council in its activities.