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Preamble

In 2000 the Hotel, Restaurant, and Institution Management; Textiles and Clothing; and Family and Consumer Science Education departments were merged, and a new department, Apparel, Educational Studies, and Hospitality Management (AESHM) was created. Later, the Family and Consumer Sciences Education program was transferred to the Department of Human Development and Family Studies (2010), and the Event Management program was started (Spring 2011). At present, the three programs within AESHM are Apparel, Merchandising, and Design (AMD); Events Management (EVENT); and Hospitality Management (HSPM). A comprehensive review of the AESHM Governance Document was done in academic year 2015-2016 with multiple changes including, but not limited to, 1) addition of this preamble; 2) clarification on voting procedures; and, 3) clarification and detailed description of P & T processes.

The AESHM governance document establishes policies and procedures that govern the AESHM Department at Iowa State University. The governance document is developed in alignment with the University Faculty Handbook and Human Sciences College Governance Document. Should inadvertent misalignments occur, the University and College documents supersede the Department document. Any suggested revisions to the document should be presented at an AESHM faculty meeting. Acceptance of revisions require a favorable vote by a majority of eligible voters.

The purpose of the AESHM Governance Document is to provide an organized, efficient and equitable means for department decision making along with opportunity for open discussion and representation of diverse viewpoints. Because governance is shared by the faculty of the department, the document serves to identify roles, responsibilities and contributions of all members of the department.
I. Mission Statements  
A. AESHM Department  
The mission of the Department of Apparel, Events, and Hospitality Management (AESHM) at Iowa State University (ISU) is to create, share, and apply knowledge to provide consumers with products, services, and experiences to enhance overall well-being.  

B. Apparel, Merchandising, and Design  
The mission of the Apparel, Merchandising, and Design Program is to create, share, and apply knowledge to provide consumers with products, services, and experiences to enhance overall well-being.  

C. Event Management Program  
The mission of the Event Management Program is to create, share, and apply knowledge to provide event management consumers with products, services, and experiences to enhance overall well-being.  

D. Hospitality Management Program  
The mission of the Hospitality Management Program is to create, share, and apply knowledge to provide hospitality consumers with products, services, and experiences to enhance overall well-being.  

II. Structure and Governance (See Appendix A: Organization Chart)  
A. Department and Program Administration  
Administration of the AESHM department is handled by the Leadership Team that includes:  
1. Department Chair  
2. Associate Chair for Undergraduate Academic Affairs  
3. Associate Chair and Director of Graduate Education (DOGE)  
4. Assistant DOGE  
5. Program Leader from each of the three department programs  
6. Lead Adviser  

B. Department Chair  
1. The Department Chair is appointed by the Dean of the College of Human Sciences in consultation with the AESHM Department faculty and staff. The Chair has obligations to both the department (its faculty, students, and staff) and to the administration of the college and university. The obligations to the administration are discussed in the ISU Faculty Handbook. Within the department, the Chair provides overall leadership, which includes (but is not restricted to):  
   2. Evaluating faculty and staff, and making recommendations for promotion and tenure.  
   3. Hiring and assigning responsibilities to faculty and staff.
4. Preparing and managing all aspects of the department’s budget and diverse accounts, including delegation of some responsibilities as appropriate (e.g., management of project accounts by PIs).
5. Facilitating department planning and outcome evaluation.
6. Managing day-to-day activities, and communicating information and decisions.
7. Chairing of department faculty meetings.
8. Representing the department to the administration, to other units in the university, and to alumni and organizations outside the university.

C. Associate Chair for Undergraduate Academic Affairs
1. The Associate Chair is appointed by the Department Chair. The Associate Chair for Undergraduate Academic Affairs has responsibilities to the Department Chair and to AESHM Department faculty, students, and staff. The faculty member with this responsibility will have a PRS reflective of these administrative duties.
2. Responsibilities of this position include (but are not restricted to):
   2. Review course schedules with Lead Adviser.
   3. Remind faculty of policies related to classroom instruction, and to document all communication from students.
   4. Meet with individual faculty as needed to resolve problems related to undergraduate education.
   5. Mentor faculty as needed as relates to undergraduate education.
   6. Coordinate with AESHM Outcomes Assessment representative and Lead Adviser on development of reports related to outcomes assessment as well as annual course improvement.
   7. Lead department activities related to university Program Review (next review is spring 2022).
   8. Lead Hospitality Management Program activities related to Accreditation Commission for Programs in Hospitality Administration (next ACPHA review is spring 2022).
   9. Coordinate with Lead Adviser on activities related to National Association of Schools of Art and Design (NASAD).
   10. Evaluate Termed faculty as part of Annual Review process.
   11. Serve as member of AESHM Curriculum Committee.
   12. Coordinate with advisers of undergraduate student organizations.
   13. Advise Department Chair on appointees to program, department, and college committees related to undergraduate education.
   14. Work with website coordinator to maintain accurate information related to undergraduate education and activities.
   15. Coordinate with Hospitality Management Program adviser on students designated for awards at industry-related events, such as annual Iowa Lodging Association reception/dinner.
   17. Assist with department administrative responsibilities as needed.
   18. Represent AESHM in department chair’s absence, or as needed.

D. Associate Chair and Director of Graduate Education (DOGE)
The Associate Chair is appointed by the Department Chair. The Associate Chair and DOGE has responsibilities to the Department Chair, and to AESHM Department faculty,
students, and staff. The faculty member’s PRS will reflect these administrative duties. Responsibilities of this Associate Chair include (but are not restricted to):

1. Serve as chair of AESHM Graduate Faculty.
2. Meet with graduate faculty on a regular basis.
3. Work with the Chair to develop meeting agendas.
4. Chair graduate faculty meetings.
5. Assign responsibility for taking minutes of meetings.
6. Coordinate graduate curricular changes.
7. Update the AESHM Graduate Handbook as needed.
8. Recruit graduate students.
9. Work on maintaining current graduate program information, and stories related to the graduate program and students on the AESHM website.
10. Respond to inquiries about the graduate application process and programs (written, telephone, email).
11. Promote graduate program at conferences attended, through advertising, and student visits.
12. Develop and/or maintain a customer relationship program using CRM software.
13. Coordinate the review for admission of graduate students, make final decisions on admission status, and write decision letters to applicants.
14. Oversee submission of various applications to the Graduate College (e.g., Graduate Minority Assistantship Program, Graduate College Research and Teaching Award nominations).
15. Advise new graduate students.
16. Coordinate graduate scholarship applications.
17. Disseminate relevant information to CHS, graduate students, and faculty.
18. Select, assign, and monitor Graduate Teaching Assistants (GTA) and Graduate Research Assistants (GRA), in consultation with appropriate faculty;
   a. Determine faculty and program needs regarding graduate assistants (GA).
   b. Monitor work hours and performance assessments from supervisors.
   c. Work to resolve issues between GAs and supervisors.
19. Serve as the adviser for the AMDGSA or GSAHM.
20. Provide guidance and mentorship to new graduate faculty.
21. Compile and report data from faculty and PhD students pertinent to the annual PhD progress report for the Graduate College.
22. Serve on Research and Graduate Education Advisory Committee (RGEAC) for CHS.
23. Serve on the CHS Graduate Scholarship Committee.
24. Represent AESHM at University DOGE meetings.
25. Assist with administrative responsibilities as determined by the Department Chair.
26. Assist in developing reports and other specific documents as determined by the Department Chair.
27. Meet on a regular basis with the Department Chair so that open communication lines are maintained.
28. Develop and maintain relationships and memoranda with foreign universities to enhance status and enrollment of top students in AESHM graduate programs.

E. Assistant Director of Graduate Education (Assistant DOGE)

Assistant DOGE is appointed by the Department Chair. Assistant DOGE has
responsibilities to the Department Chair, DOGE, and to AESHM Department faculty, students, and staff. The faculty member with this responsibility will have PRS reflective of these administrative duties. Responsibilities of Assistant DOGE include (but are not restricted to):

1. Recruit graduate students.
2. Work on maintaining current graduate program information.
3. Respond to inquiries about the graduate program (written, telephone, email).
4. Coordinate review for admission of HSP M or AMD graduate students, and write decision letters to HSP M or AMD applicants.
5. Coordinate graduate curricular changes in concert with the DOGE for one of the department’s graduate programs.
6. Advise new graduate students from one of the department’s graduate programs.
7. Disseminate relevant information to graduate students and faculty.
8. Serve as the adviser for the GSAHM or AMDGSA.
9. Serve as backup for Research and Graduate Education Advisory Committee (RGEAC) for CHS and University DOGE meetings.
10. Assist with administrative responsibilities as determined by the Department Chair.
11. Assist in developing reports and other specific documents as determined by the Department Chair.
12. Meet on a regular basis with the Department Chair so that open communication lines are maintained.

F. Program Leaders

Program Leaders are appointed by the Department Chair. Program Leaders have responsibilities to the Department Chair and to AESHM Department faculty, students, and staff. They serve as the primary undergraduate program leader. The faculty members with this responsibility will have PRS reflective of these administrative duties. Responsibilities of Program Leaders include (but are not restricted to):

1. Set agenda and lead program faculty meetings.
2. Serve as member of AESHM Curriculum Committee.
3. Serve as member of AESHM Leadership Team.
4. Represent program to various constituencies.
5. Plan and lead long-term program visioning and/or curriculum building meetings.
6. Review program class schedule and teaching assignments with Lead Adviser.
7. Coordinate writing of undergraduate program review materials for respective program.
8. Collaborate with Lead Adviser to gather program review undergraduate data.
9. Review all program of study changes with advising team prior to submission for curriculum vote.
10. Review all articulation agreements with community colleges before curriculum signature.
11. Review annually the following aspects of undergraduate program with program advising team and Lead Adviser:
   a. Professional development model and classes;
   b. Learning community and retention;
   c. Recruiting process, goals, and outcomes;
   d. Club activities;
   e. Internship program and placement results;
f. Study abroad destinations and programming;
g. Undergraduate scholarship process and results;
h. Field Study destinations and coordination (include relevant faculty); and,
i. Work Experience.

G. Lead Adviser
The Lead Adviser is appointed by the Department Chair. The Lead Adviser has responsibilities to the Department Chair and to AESHM Department faculty, students, and staff. The faculty member with this responsibility will have PRS reflective of these administrative duties. Responsibilities of Lead Adviser include (but are not restricted to):
1. Develop and maintain teaching schedules (including course and room scheduling, & faculty assignments).
2. Coordinate teaching schedules with Associate Chair for Undergraduate Academic Affairs, DOGE, and Program Leaders.
3. Coordinate with Registrar’s Office on schedule revisions.
4. Coordinate with AESHM Secretary on any room assignment or special needs.
5. Communicate schedule to faculty.
6. Oversee department advisers.
7. Promote training and updating of advisers as needed.
8. Proofread advising/recruiting materials as they are developed, revised, or modified.
9. Approve adviser change requests.
10. Approve changes on AMD students’ DARS form.
11. Approve use of transfer courses to meet AMD undergraduate degree requirements.
12. Approve “32 credit waiver” forms and course substitutions identified on the form for AMD students.
13. Assist advisers in meeting with transfer students as needed to evaluate transfer courses, determine class schedules, and identify major and/or primary/secondary focus areas.
15. Assist advisers with community college communications/interactions.
16. Assist advisers with development and updates of transfer plans among community colleges and AESHM curricula.
17. Assist advisers with undergraduate student recruiting activities.
18. Serve as member of AESHM Curriculum Committee.
19. Coordinate with CHS Student Services on undergraduate student issues.
20. Coordinate with AESHM representative on Outcomes Assessment and Associate Chair for Undergraduate Academic Affairs on course development and reports related to undergraduate student outcome assessment, as well as annual course improvement reports.
21. Supervise enrollment in restricted courses.
22. Coordinate summer undergraduate orientation activities and responsibilities with advisers.
23. Respond to inquiries about each program as needed.

H. Support Staff Responsibilities
The Department is staffed with several support staff to facilitate the work in the
department. Job responsibilities for the Administrative Specialist, Account Specialist, and Secretary’s positions are included in Appendix B.

III. Voting Procedures
A. Eligibility
1. Voting is limited to faculty members on appointments of at least one academic year in length with a minimum of 50 percent FTE appointment in the department, and with a status or rank of tenured or tenure-eligible faculty, lecturers, advisers, senior lectures, clinicians, senior clinicians, and adjunct appointments at any academic rank except on matters concerning promotion and tenure. Visiting professors, affiliates, and Termed research (NTER) appointments at any rank are excluded from voting. Only graduate faculty will vote on issues related to Graduate Education. The Department Chair does not vote on matters of departmental policy and administration unless there is a tie vote. Faculty holding emeritus rank are welcome to participate in all faculty discussions, but are not accorded voting rights.

B. Procedures
1. Voting is conducted in one of the following ways: during department faculty meetings by voice or show of hands, by paper ballot, or by electronic ballot.
   a. Voting by voice or show of hands may be conducted during department meetings unless an anonymous vote is called by a faculty member. The tally will be announced and recorded in the minutes of the meeting.
   b. Paper ballots are always used to vote on the following matters: promotion and tenure, faculty reviews (e.g., third-year review and post-tenure), election of Promotion and Tenure Committee members, and Faculty Senate representative. A faculty member may request that paper ballots are used for any vote. Paper ballots are prepared by the chair of the presenting committee or the person making the motion with assistance from the designated administrative support person. Two designated faculty members will then review and verify the votes.
   c. Electronic ballots can be used to vote on departmental issues via e-mail or using electronic polling software. Two persons (a department designated faculty member and administrative support person appointed by the Department Chair) will prepare and distribute the electronic ballots and review and verify the votes.
2. Unless the voting is requested at the department or program meeting, notification about voting should be distributed five days before the voting begins.
3. At least 60 percent of eligible voters define the quorum for a vote to be valid. A simple majority vote (one more than half) within the time allotted for the vote will then decide an issue.
4. Faculty members who are going to be absent, including faculty professional development leave, should notify the Department Chair prior to departure and provide sufficient contact information. Absent faculty members may confer a proxy voting right upon another member, after providing both the Department Chair and the proxy with a written verification of the proxy’s authority.
IV. Recruitment and Hiring (Tenure, Non-tenure Track, and Termed Research Faculty)

A. Hiring of Tenure Track Faculty
Guidelines for all hiring procedures are set forth by the University and can be found in the current ISU Policy Library (http://www.policy.iastate.edu/). The ISU Faculty Handbook (http://www.provost.iastate.edu/resources/faculty-handbook) includes a description of the titles that may be used for a faculty position.

Position Description
Faculty positions are designated for each program within the department. When a faculty position becomes vacant, and is approved by administration for refilling (or a new faculty line is granted), faculty members within that program will determine the position description. Minimum qualification for a tenure track is terminal degree for that area of study. The Department Chair will develop the Notice of Vacancy for the position and have it approved by the program faculty. Guidelines on writing the Position Description are available at http://www.hrs.iastate.edu/hrs/node/50.

Search Committee
The Department Chair will ask for volunteers to serve on a search committee. Typically, a search committee will consist of three faculty members from the respective program in the Department. The search committee will consist of at least one faculty member at or above the rank for which the search is being conducted. A search committee composed of Department faculty and staff members (as appropriate) should conduct the search according to procedures outlined by ISU Human Resources (http://www.hrs.iastate.edu/hrs/node/50). The chair of the search committee will be appointed by the Department Chair. The Department Chair will meet with the search committee to review the search process and detail any expectations of the search committee.

Recruitment
Prior to moving ahead with the search process, the search committee should also review policies and procedures with a member of the CHS Diversity, Equity, and Community committee to ensure an ethical hiring process. The search committee and/or Department Chair will advertise vacant positions in appropriate media (print and online), announcements directed to other academic departments, and other potential outlets to assure wide dissemination. In all phases of the recruitment and hiring process, university, state, and federal policies and procedures will be followed.

The search committee will be responsible for reviewing all applicant files, collecting reference information on selected candidates, and making a recommendation to the Department Chair of applicants for campus interviews. The Department Chair and the search committee chair will discuss the recommended candidates and make the decision of who will be invited to campus for an interview. The search committee chair will contact each candidate to invite him/her for an on-campus interview and will also share expectations with the candidate for the interview.

The search committee should send the candidate’s curriculum vitae along with the candidate’s interview schedule to all AESHM faculty members. The materials should be distributed to all faculty before the candidate’s scheduled campus visit. The search
committee will plan and make all arrangements for the campus interview. The campus interview will typically include a seminar (e.g., research, outreach, or other scholarly presentation), teaching presentation, and the opportunity to visit with faculty, administrators, and students. Faculty members/staff/students who meet the candidate will be asked to evaluate each candidate and return the form to the search committee chair. Candidate evaluation forms can also be submitted via email to the search committee chair. An option to search further may be considered if a suitable candidate is not found in the current pool of applicants.

The search committee will consider all information and submit recommendations to the Chair. The Promotion and Tenure Review Committee will review any candidate recommended by the search committee who would be considered for hire at a rank other than Assistant Professor and/or the granting of tenure (See P&T section).

B. Hiring of Non-tenure Track Faculty
The decision to initiate a search for a non-tenure track faculty member rests with the Department Chair. Minimum qualification for a non-tenure track faculty is a Master’s degree. Appropriate departmental faculty or the full department faculty should be consulted in this decision.

A search committee composed of department faculty members and academic staff members should conduct the search according to procedures defined by ISU Human Resources. The search committee will consist of at least one faculty member who is Termed.

The decision regarding the level at which to hire an individual (Lecturer or Senior Lecturer, Clinician or Senior Clinician) should be made by the Department Chair in consultation with the search committee. The decision should be based on the qualifications and prior experience of the candidate, and should be in accord with the stated qualifications for these positions in University policies.

C. Hiring of Termed Research (NTER) Professors: See the ISU Faculty Handbook, sections 3.3.3 (including 3.3.3.1 and 3.3.3.2) and 4.1.3.

The decision to hire a Termed research (NTER) professor rests with the Department Chair. Minimum qualification for an NTER is a PhD or EdD. Appropriate departmental faculty committees or the full department faculty should be consulted in this decision.

A search committee composed of department faculty should conduct the search according to procedures defined by ISU Human Resources. Rarely will NTER positions be advertised. However, a position may be advertised as tenured, tenure-eligible, or NTER. Examples of NTER hiring situations most likely to occur are: recruitment of a prominent researcher to ISU, the accommodation of a dual-career partner, or the transition of a current faculty member or P&S employee to an NTER position.

The decision regarding the rank at which to hire an individual should be made by the Department Chair in consultation with the search committee. The decision should be
based on the qualifications and prior experience of the candidate, and should be in accord with the stated qualifications for these positions in University policies.

V. Termed Faculty Duties, Annual Evaluations, and Advancement

A. Faculty appointments are made as tenured/tenure eligible or as Termed. Termed may include, but are not limited to, the titles of lecturer, clinician, instructor, and adjunct. A person employed in a Professional and Scientific (P&S) position may also be appointed to a Termed position. Individuals holding a full or part-time P&S position may have no more than 30% of their total work responsibilities in teaching.

B. Duties and Responsibilities

1. Termed Faculty
   a. All Termed faculty share the same rights, privileges, and responsibilities of tenure-eligible faculty in normal departmental and college functions. Termed faculty have a position responsibility statement, while P&S employees have a position description. All Termed faculty are expected to attend faculty meetings, serve on appropriate department and college committees, and vote on issues concerning the college’s academic programs (e.g., curriculum changes, advising policies). Termed faculty may not participate in promotion/tenure discussions for tenure-eligible faculty.
   b. The department encourages Termed faculty to attend professional meetings and engage in other forms of professional development. Depending on the resources available, the department will try to assist in the financial support of such activities (e.g., contribution to travel costs to attend a meeting).
   c. As part of the academic staff in the department, Termed faculty are expected to participate in curriculum review and development.
   d. ISU Appointment Policies and Procedures regarding Termed appointments are described in the Faculty Handbook, sections or chapters 3.3.2 and 3.3.3 respectively, available at http://www.provost.iastate.edu/faculty-and-staff-resources/faculty-handbook. CHS Policies and Procedures are available in the CHS Governance Document available at http://www.hs.iastate.edu/faculty-staff/governance/

2. Professional and Scientific (P&S) Non-Tenure-Eligible Appointments
   ISU Policies regarding P & S Termed appointments are described in the Faculty Handbook, Chapter 3.3.2.5 Professional and Scientific (P&S) Termed Appointments, available at http://www.provost.iastate.edu/faculty-and-staff-resources/faculty-handbook; and in the CHS Governance Document available at http://www.hs.iastate.edu/faculty-staff/governance/

C. Annual Performance Evaluation of Termed Faculty

1. All Termed faculty will be reviewed annually, following standard department practices for faculty reviews.
2. Termed faculty will be reviewed using the “faculty performance summary report,” “professional record update,” and a current curriculum vitae for the annual review. P&S employees will be reviewed using the College of Human Sciences P&S Performance Evaluation Form. See appendix C for these annual P&S review templates.
3. The Department Chair or designee will meet with the individual under review to discuss activities, accomplishments, problems, concerns, and plans for the future. Depending on the role that the individual plays in the department, a faculty member who works with or directly supervises the individual under review may also participate in the meeting.

4. Following the meeting, the Department Chair or designee will prepare a written summary of the annual review, noting accomplishments, concerns, and plans for the future. The individual will sign and return a copy of this report, acknowledging its receipt.

5. Depending on the position appointment, the Termed faculty will be reviewed at least every six semesters of employment by faculty peers in the department in regards to their position.


D. Advancement of Termed Faculty

1. Lecturers and Adjunct faculty are eligible for advancement after a minimum of six years or the completion of twelve semesters. Given the AESHM PTC timeline, this means that a faculty member may submit materials prior to the completion of the twelfth semester.

2. Materials required for submission can be found on the CHS and/or Provost websites (https://www.hs.iastate.edu/faculty-staff/governance/ and https://www.provost.iastate.edu/faculty-and-staff-resources/). As applicable, required content in the advancement dossier materials includes:
   a. Cover sheet
   b. All position responsibility statements
   c. Updated curriculum vitae
   d. Summary of accomplishments such as:
      i. Courses taught, number of students and instructor ratings (departmental and program means should be included for comparison purposes).
      ii. Course development (changes made to courses taught by the candidate to improve student learning)
      iii. Identification of awards received
      iv. Service and type designated (e.g., department, college, university)
      v. Outreach efforts
      vi. Others: including evidence of impact on students (e.g, adviser survey results, student awards/scholarships facilitated )

3. A tentative calendar is provided in the Appendix of this document to aid faculty members in understanding the timeline for this evaluation process.

VI. Chair Review and Term Renewal

A. The Department Chair is appointed by the CHS Dean for a stated term. A review of the Department Chair’s performance will be held prior to reappointment. The CHS Dean will appoint a faculty committee to coordinate the review. The committee will draft an evaluation form to be sent to each faculty member. The form will include the following
question: “Do you support the re-appointment of the current Chair to another term?” Reasons for support or opposition shall be requested on the form. Results of the written ballot will be reviewed by the faculty committee with the Department Chair and the Dean, and reported to the faculty.

VII. Policies for Tenured and Tenure-Eligible Faculty Annual Performance, Preliminary (Third-Year), Tenure, Promotion, and Post-Tenure Evaluation and Reviews

A. Introduction
The Department of Apparel, Events, and Hospitality Management (AESHM) document concerning professional evaluation and/or advancement is a supplement to the official policies of Iowa State University as contained in the current Iowa State University Faculty Handbook – 5. Evaluation and Review http://www.provost.iastate.edu/faculty-and-staff-resources/faculty-handbook and the Promotion and Tenure Policies and Procedures of the College of Human Sciences Promotion and Tenure Procedures and Forms, available at http://www.hs.iastate.edu/faculty-staff/governance/.

B. The following AESHM document has seven parts and defines:
1. The Position Responsibility Statement
2. Annual Tenured and Tenure-Track Faculty Performance Evaluation Procedures
3. Faculty Preliminary (Third Year) Review Procedures
4. Faculty Promotion and Tenure Review Procedures
5. Faculty Post-Tenure Review Procedures
6. Amendment Process
7. Calendars

C. The Position Responsibility Statement (PRS)
The Iowa State University Faculty Handbook requires that every faculty member has a Position Responsibility Statement, or PRS, that is the basis of all faculty evaluations, both annual performance reviews and advancement/promotion/tenure/post-tenure reviews. The PRS is a general job description that will change as faculty duties change. For tenured and tenure-eligible faculty, it is developed as a result of negotiation between the faculty member and the chair. The negotiation is based on the job advertisement, and on the department's expectations for faculty at the hiring rank. The PRS should be finalized within 6 weeks of the faculty member's arrival on campus. A copy signed by both parties is placed in the faculty member's personnel record. Any changes in the expectations for tenure-eligible/tenured faculty member must be made in consultation between the chair and the faculty member. The PRS is reviewed and/or changed as part of the annual review process. The PRS for Termed faculty is also negotiated, except for those faculty initially hired with specific responsibilities outlined in the letter of intent (LOI). See section 3.4 and 5.1.1 of the Faculty Handbook for further details. Individual appointment responsibilities vary, but each faculty member will have responsibility for one or more of the following eight categories:
1. Teaching
2. Research/creative activity
3. Extension
4. Professional/clinical practice
5. Institutional service
6. Professional service/engagement
7. Outreach
8. Administration
Definitions for each category are provided at the end of this section.

Professional behavior (as described in Faculty Handbook Section 7.1.2) is an expectation of all faculty. AESHM is committed to sustaining a collegial, positive, and productive working environment for each individual, and for the collective benefit of all. Additionally, to keep current, professional development is expected of all faculty members.

D. Annual Faculty Performance Evaluation Procedures, Annual Tenured and Tenure-Track Faculty Performance Evaluation Procedures

1. The performance of each faculty member will be evaluated annually by the Chair of the AESHM Department.
2. The time period for Annual Performance Evaluation will be from January 1 to December 31 each year.
3. Performance review conferences will occur with the Chair in February and March.
4. Faculty will submit materials to the Chair at least one week prior to their annual evaluation meeting, including (see Appendix D):
   a. A Professional Record Update based on the outline in Appendix D to cover the Annual Performance Evaluation period as above.
   b. A faculty Performance Summary in regard to achievement of personal goals and position statement responsibilities.
   c. An updated full vita
   d. Annual Output Report — Research Grants
   e. Annual Output Report — Teaching Grants
   f. Annual Output Report — Travel Grants
   g. Annual Output Report — Publications

A written summary of performance evaluation for each faculty member will be provided by the Chair within 1 month after the performance evaluation.

E. Faculty Preliminary (Third Year) Review (See Calendar Appendix G)

1. For probationary faculty, a review happens in the third year of their appointments. The candidate provides Tab 1, Tab 2, and PRS for review. A vita template may be found on CHS website, and can be used as guideline for developing the vita. Format of other components is at the discretion of the candidate. Contact the CHS Dean’s Office or Provost’s Office for possible P&T samples. It is also possible that a departmental colleague who has recently gone through the preliminary review may be willing to share his/her materials with the candidate. External letters are not expected.

2. These reviews include a review and letter from the AESHM Promotion & Tenure Committee (PTC), as well as a review and letter from the Department Chair. This review informs the decision to reappoint during the probationary period. No contract for a tenure-eligible faculty member will exceed four years.

F. Faculty Promotion and Tenure Review Procedures: AESHM Promotion and Tenure Committee (See Calendar Appendix G)

The Promotion and Tenure Committee (PTC) of AESHM shall consist of the following:

1. Three (3) elected members from the Department faculty will be responsible for participating in evaluation of all AESHM preliminary, tenure, and promotion-eligible candidates, will serve a two-year term, and may be re-elected after a two year hiatus. These terms will be staggered to ensure continuity of the committee.
2. All tenured Associate Professors and Professors are eligible to serve on the PTC. Temporary faculty, and visiting/affiliate faculty may not vote when electing department representatives to serve on the PTC.

3. All tenured Associate Professors and Professors in the department are eligible to serve as committee members, except for those who are members of the CHS Promotion and Tenure Committee and Department Chair. These criteria will be observed in selecting committee members:
   a. Insofar as possible, membership on the AESHM Promotion and Tenure Committee should rotate among faculty.
   b. Insofar as possible, there should be representation from all three program areas.
   c. The chair of the PTC is determined by a vote among the PTC members and must be at the professor rank. This should be done within a week after the committee is selected. Duly elected committee members will examine each candidate’s materials in preparation for the discussion of the candidate’s performance.
   d. In the case where a Termed faculty member is going up for promotion, a senior lecturer will be voted onto the PTC, adding a fourth member to the committee. Election of and voting for this additional committee member will take place in the fall semester of the promotional academic year. This Termed PTC member will only vote on Termed candidate promotions. A separate meeting will be held with the four member PTC and all Termed faculty holding senior lecturer status to discuss the candidate and vote on promotion. A report regarding promotion recommendation will be prepared by the PTC and submitted to the Department Chair.

4. Schedule for Reviews
   Reviews for reappointment (third-year), tenure, and promotion are made on the following schedule. For each review, separate evaluations are conducted by the AESHM Chair and by the AESHM PTC.
   a. For probationary faculty, the first 3-year appointment is reviewed in the third year of the term. At this time a faculty member is recommended for a second 3-year term or for a maximum of one additional year. Reappointment is based on satisfactory performance in moving towards tenure and promotion to Associate Professor.
   b. For faculty members, the usual time for tenure review, given the 7-year probationary period, is in the summer preceding the 6th year. This allows the year to be used for the review process, and still provides the candidate with a 1-year terminal notice should that be necessary.
   c. Beyond those reviews that occur to meet impending personnel deadlines as outlined above, recommendations for tenure and/or promotion review may be initiated by members of the AESHM PTC, the Chair, or the candidate as soon as the appropriate criteria for advancement are met. Faculty members may initiate a review through the Chair or through the AESHM Promotion and Tenure Committee.

G. Responsibilities of the Chair of the AESHM Department
1. The Chair is responsible for being knowledgeable about current standards and procedures related to promotion and tenure at department, college, and university levels.

2. The Chair supervises the mentoring of tenure-track faculty; the support of tenured faculty is enlisted to assist in mentoring activities.

3. The Chair works with candidates in an advisory role as they prepare their documentation materials for review during the spring and summer prior to the review the following fall.

4. For those candidates under review for promotion and/or tenure, the Chair discusses with the candidate names of possible evaluators inside and outside the university, as well as materials that might be sent to the evaluators. The Chair then discusses with the AESHM PTC the list of possible persons from whom recommendations might be requested, and the PTC may offer further suggestions. Together, the Chair and PTC arrive at the final list of outside evaluators and the materials to be sent for review. At least one person will be from the list of names provided by the candidate. Guidelines for selection of outside evaluators are in the ISU Faculty Handbook, 5.3.3.1. Letters of Evaluation.

5. The Chair conducts evaluations and prepares reports of all candidates using the standards for promotion and tenure, position responsibility statement, and form for recommending advancement as identified in the CHS Promotion and Tenure Policies and Procedures document “Department Chair/School Director Promotion/Tenure Evaluation Report” (Appendix E of the CHS Governance document). Classroom observations of teaching are included in the review process by the Chair.

6. The Chair informs each candidate in writing (before a recommendation is forwarded to the college) if s/he will be recommended for promotion and/or tenure, and clarifies the substance of the recommendation.

7. Chair and PTC reports are forwarded by the Chair to the Dean’s Office of the College of Human Sciences by November 1st.
   a. All mandatory reviews for tenure and/or promotion of probationary faculty must be forwarded.
   b. For non-mandatory promotion reviews, when there is a split vote between the Chair and PTC, the candidate determines if s/he wishes to have materials submitted to the College for review.

8. The Chair advises candidates of succeeding actions taken at the college and university levels.

H. Responsibilities of the AESHM Promotion and Tenure Committee

1. The AESHM PTC is responsible for being knowledgeable about current standards and procedures related to promotion and tenure at department, college, and university levels.

2. The PTC works with the Chair and faculty during spring semester to identify individuals for whom reappointment, promotion, or tenure are required or requested for the following fall.

3. In preparation for reviews, the PTC conducts observations of teaching using a standard set of criteria for evaluation. Refer to AESHM Teaching Review Policy (Appendix E) and check the CELT website section of peer review of teaching http://www.celt.iastate.edu/ for recommended procedures. The PTC conducts
evaluations of candidates using the standards for promotion and tenure identified in the CHS Promotion and Tenure Policies and Procedures document “Guiding Values and Commitments” (p. 4). The three PTC members will review the candidate’s portfolio and prepare a summation to present to all AESHM tenured faculty members at a separate meetings held for each candidate. In the case of promotion to professor, the PTC chair will prepare a summation to present to all AESHM professors and share this at the meeting.

4. At least two weeks prior to the separate meeting, all appropriate tenured faculty in AESHM will be given access to the candidate’s vita (Tab 1), narrative (Tab 2), P R S (Tab 1), and the external letters of evaluation. External letters are confidential. In accordance with ISU Faculty Handbook (section 5.4.4.1), these letters are to be available for all those individuals who evaluate the candidate either in a formal vote or advisory capacity.

5. A separate meeting should be scheduled for each candidate.

6. Oral discussion:
   All tenured faculty members, at or above the rank of the candidate under consideration, of the department are eligible to participate in the oral discussion of each candidate for tenure and/or promotion that will be led by a member of the AESHM PTC. Their comments will be incorporated in the report. Tenured faculty who are not members of the AESHM PTC will not participate in the development of the written report for those being considered for associate. All professors will be involved in the report for those being considered for promotion to professor. The PTC members and tenured faculty, at or above the rank the candidate is being considered, will vote by written ballot on all reappointment, promotion, and tenure recommendations.

7. Voting
   Following the oral discussion, the PTC members and/or tenured faculty, at or above the rank the candidate is being considered, will vote by written ballot on all reappointment, promotion, and tenure recommendations. If a faculty member votes on a promotion and tenure decision as a member of a departmental promotion and tenure committee, that faculty member may not vote again on the same decision at the college, or other levels.

8. Efforts should be made to plan a separate meeting for each candidate well in advance, allowing for all eligible faculty members to participate either in person or via phone/computer. However, if eligible faculty members are unable to attend the meeting for a candidate, two members of the committee (or in the case of promotion to full, two members at professor rank) will meet with the faculty member prior to the tenured faculty meeting to provide him/her with the opportunity to give input into the process. At that time the faculty member will have an opportunity to vote via written ballot, and this will be given to the PTC Chair and held in confidence. At the time of the vote tallying, this ballot will also be counted. The PTC Chair tallies the vote and announces the results of the vote before the meeting adjourns.

9. For candidates being evaluated for promotion to associate, PTC prepares a report that summarizes major points of the discussion and reflects the vote. The comments of all tenured faculty members of the department participating in the oral discussion will be incorporated in the report. Tenured faculty who are not
members of the AESHM PTC will not participate in the development of the written report. The person writing each report must be at or above the rank for which the candidate is being considered. If more than one PTC member is qualified to write a report, the member writing the report will be randomly selected.

For candidates being evaluated for promotion to professor, the PTC Chair prepares a report that summarizes major points of the discussion and reflects the vote. The comments of all professors in the department participating in the oral discussion will be incorporated in the report. The report will be circulated to all professors and input will be requested within a timely fashion (3-5 days).

For candidates being evaluated for promotion to associate, the report will include separate vote tallies for members of the AESHM PTC and tenured faculty in AESHM. All PTC members sign the report, which will be forwarded to the Chair by October 15.

For candidates being evaluated for promotion to professor, the report will include a vote tally for all faculty at the rank of professor. All voting faculty sign the report, which will be forwarded to the Chair by October 15.

The report shall include information outlined in Section 5.3.3.2 of the ISU Faculty Handbook and further clarified in the CHS Guidelines for Promotion and Tenure (http://www.hs.iastate.edu/faculty-staff/admin/promotion-and-tenure/). Specific information to be addressed in the report includes the following items:

a. Name of nominee
b. Date and rank of initial appointment
c. Dates and ranks of promotions
d. Proposed rank
e. Description of the P&T review process
f. Position responsibility statement and assessment of performance in position responsibilities
g. Assessment of scholarship in research/creative activity, teaching and/or extension/professional practice
h. Prospects for future development

I. Responsibilities of the Candidate

1. Candidates for promotion and/or tenure are responsible for knowing about current standards and procedures related to promotion and tenure at department, college, and university levels.

2. Faculty members are responsible for informing the Chair whether they wish to be reviewed for promotion and tenure. Requests for review must be in writing and submitted to the Chair by the last Friday of March in the academic year before the year in which they wish to be considered for promotion or tenure. These requests shall be placed in the candidate’s files.

3. The candidate discusses with the Chair names of possible evaluators inside and outside the university if a reappointment, tenure, or advancement decision is scheduled.
4. Candidates complete their review documents by June 15th. At a minimum, the review documents are to include (refer to Section 5.3.2 of the ISU Faculty Handbook and CHS Guidelines for Promotion and Tenure (http://www.hs.iastate.edu/faculty-staff/admin/promotion-and-tenure/)):

a. Promotion and Tenure Vita (Tab 1):
   The vita should be inclusive of the faculty member’s scholarship, activities, and accomplishments. The format of the vita is not specified, but it should reflect the norm within the discipline and be organized to present the candidate in a positive perspective. CHS does offer a template for use.

b. Candidate Information
   Section 5.3.1.2 of the ISU Faculty Handbook
   i. suggested activities and accomplishments
   ii. Areas of Position Responsibilities and Activities
      See Sections 5.3.1.4 and 5.3.2.2 of the ISU Faculty Handbook for a list of suggested activities and accomplishments in the four areas of faculty activity

c. Faculty Portfolio (Tab 2). See Sections 5.3.1.3 and 5.3.2.1 of the ISU Faculty Handbook for a list of suggested activities and accomplishments.

d. See Section 5.3.2 of the ISU Faculty Handbook for portfolio information.

e. Additional documentation may be recommended and integrated into the areas above.

f. Recommendations of items to be included in Tab 2 for promotion to Associate Professor with Tenure:
   i. Clearly identify areas of research emphasis
   ii. Grant proposals submitted and funded (identify as internal or external)
   iii. Publications (including articles, books, book chapters, working papers)
   iv. Presentations (including stand-up and posters)
   v. Identification of awards received
   vi. Courses taught, number of students and instructor ratings (departmental and program means should be included for comparison purposes)
   vii. Course development (changes made to courses taught by the candidate to improve student learning)
   viii. Objective measures of quality and impact of scholarship (e.g. journal index factors, journal rankings, journal acceptance rates, and individual impact factors and/or citations such as those found on Research Gate, Google Scholar, and Web of Science)
   ix. Graduate student committees (given numbers of POS and as major professor, separate by MS and PhD)
   x. Service to the department, and/or college/university and professional organization

g. Recommendations of items to be included in Tab 2 for promotion to Professor (in addition to those identified for promotion to Associate Professor)
i. Focus on body of work since last promotion
ii. Include metrics (e.g. average citations per publication and mean instructor rating score)
iii. Clear indication and international recognition of the candidate’s expertise in his/her area(s) of scholarship
iv. Alignment of all areas of PRS including service (e.g. how does service align with areas of expertise)

5. The faculty member requesting postponement of a mandatory review should first consult with the Chair. A request for postponement must be by written letter. Postponement of a mandatory tenure review is authorized only by the provost in accordance with university policy (See Section 5.2.1.4 of the Faculty Handbook for Extension of Probationary Period information).

6. Identified information generated in the promotion and tenure review process will remain confidential and will be shared in summary form only with the candidate. These include:
   a. Letters obtained from external reviewers
   b. The recommendation from the PTC, the Chair, the CHS review committee, and the CHS Dean

J. Faculty Post-Tenure Review Procedures (See Calendar Appendix G)

1. Purpose and Timeline
   Post-tenure review is a peer-review process meant to assess the quality of the faculty member’s performance in the areas of teaching, research/creative activities, extension/professional practice, and institution service as indicated in the faculty member’s position responsibility statement (PRS) in effect during the period of the review. Post-tenure reviews will be conducted spring semester, covering the previous seven calendar years.

2. Review Participants
   The AESHM PTC will review the documents put forward for post-tenure review by each faculty member within the department who is seeking post-tenure review.

3. Review Frequency
   Each faculty member will be reviewed within seven (7) years through either the university promotion process OR the post-tenure review process and will continue to be reviewed using this seven (7) year schedule thereafter.

4. Review Materials
   Materials to be reviewed consist of:
   a. Full vita
   b. A copy of the PRS
   c. A self-assessment statement (2-3 double-spaced pages) that details significant contribution or accomplishments, and future goals. This statement should focus on the past seven (7) calendar years.
   d. A summary table/list of course evaluations and scholarly accomplishment during the past seven (7) years (e.g., number of refereed articles published or juried exhibitions). A summary table of service to the profession, university, college, and department will be included, and should not exceed one page. No other supportive materials are necessary.
e. Faculty members in endowed positions may have additional materials requested; these will be identified in the memorandum of agreement (MOA)

5. PTC Review Process
The review committee will provide an evaluation of the faculty member’s contributions and provide recommendations on ways of enhancing the person’s professional development as needed. The review should address the quality of the faculty member’s performance in accordance with all PRS during the period of the review in the areas of teaching, research/creative activities, and extension/professional practice and institutional service (Faculty Handbook, Section 5.3.5). The evaluation should also include an overall assessment of the faculty member’s performance: meeting expectations or below expectations. The evaluation and recommendations will be summarized in a letter and forwarded to the Chair.

a. “Meet expectations” performance – a faculty member fulfills all areas of PRS and ISU Faculty Handbook.

6. Teaching
In addition to PRS and ISU Faculty Handbook expectations, to have a “meet expectations” performance includes:

a. Teaching and course evaluations are at or above department and program averages for the review period, taking into account factors such as the course size, level of course innovation, and delivery format.

b. Examples of other tangible measures for a “meets expectations” performance in teaching:

   i. Other teaching-related outputs, such as development of instructional materials adopted by others (e.g., videos, books), grants, graduate student receiving awards, and development of new courses, significant elements of a course (e.g., service learning projects) or new format courses.

   ii. Dissemination of innovative teaching strategies and curricular developments in peer-reviewed journals or through juried presentations.

c. Further support can be provided by college/university/professional organization teaching-related award.

7. Research/Scholarship
In addition to PRS and ISU Faculty Handbook expectations, to have a “meet expectations” performance includes:

a. Scholarly output (such as refereed articles, chapters in books, refereed designs in competitions, grant proposals, and other as appropriate for appointment) is at the department average.

b. Examples of other tangible measures for a “meet expectations” performance:

   i. Receives recognition for research/scholarship as evidenced by awards, externally funded grants, or other recognitions (including graduate student receiving research or creative scholarship awards) during the review period.
8. Service
To have a “meet expectations” performance, PRS and ISU Faculty Handbook expectations should be met. Service to the profession is expected. For faculty with administrative duties, those outcomes will be evaluated at the college level.

9. Outcome of the Review
a. If a faculty member is determined to be “meeting expectations” post-tenure review recommendation should include recommendations for continuing a “meeting expectations” performance evaluation. A post-tenure review recommendation may include a recommendation for submitting the candidate for Distinguished Professor, University Professor, or Morrill Professor.

b. If a faculty member is determined to be working “below expectations,” an action plan will be developed. In some cases, the review committee may determine that the faculty member is working below expectations overall. In other cases, the faculty member may be deemed to be meeting expectations overall, but may have an area of the PRS in which his/her performance is deficient and below expectations. Whenever there is a deficiency in performance, an action plan will be developed by the department chair, in collaboration with the review committee chair and the faculty member. The action plan must include the following three parts:
   i. A justification for the plan
   ii. A specific timetable for evaluation of acceptable progress on the plan
   iii. A description of possible consequences for not meeting expectations by the stipulated timeline.
   iv. The action plan will be signed by all three parties: the faculty member, department chair, and the review committee chair.

10. If agreement on the proposed action plan cannot be reached, the procedures for PRS mediation (Faculty Handbook 5.1.1.5.1) will be utilized to negotiate an agreement. In the rare case that an agreed-upon performance improvement plan is not in place by the time of the faculty member’s next annual performance evaluation, the faculty member may face a charge of unacceptable performance as defined in the Faculty Conduct Policy (Faculty Handbook 7.2.2.5.1). Failure to have the performance plan in place by the time of the next academic year’s annual performance review may result in a charge of unacceptable performance as defined in the Faculty Conduct Policy (Section 7.2.2.5.1 of the Faculty Handbook).

K. Responsibilities of the Chair of the AESHM Department
Once the departmental committee completes its review of a faculty member, it submits its report to the department chair, who will review the report and discuss any questions with the committee chair. The department chair will then discuss the review and recommendations with the faculty member (Faculty Handbook 5.3.5.3). (Should an action plan be recommended, the department chair will work with the reviewed faculty member and the committee chair to develop the plan.) For each faculty member who undergoes post-tenure review, the department chair will forward the post-tenure review materials (PRS, CV or other materials highlighting accomplishments during the post-tenure review period, and the review committee report) to the dean by the deadline.

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established by the college. The chair will provide the faculty member with a copy of the review. The faculty member being reviewed will work with the chair if clarifications are needed or concerns arise. The chair may forward this information to the committee.

L. Mechanism for Faculty Response
The faculty member will have 30 working days (i.e., days the university is officially open) to reply/clarify/appeal the action plan. If the faculty member believes that s/he has been evaluated unfairly, a written response should be presented to the Chair. The PTC and the Chair will address the faculty member’s concerns and respond to the faculty member in writing. If the faculty member continues to believe that s/he has been evaluated unfairly, the faculty appeals process should be followed (see ISU Faculty Handbook section 9.2.).

M. Amendments of Review Procedures
This section of the Governance Document, like all other sections, is subject to review and amendment by the AESHM Department faculty members when college and university promotion and tenure documents change. This section also may be reviewed on a periodic basis for clarity and timeliness.

N. Calendars
See Appendix G, which contains four calendars intended to guide faculty going up for preliminary review (third-year review), promotion, tenure or post tenure review. Dates may be changed without notice, so referencing the CHS Handbook and website, and Provost website is recommended.

VIII. Department Committees/Special Assignments/Advisory Boards
A. AESHM Department Committees
1. Administrative Leadership Team (ALT)
   a. Committee Membership:
      Chair, Associate Chair and Director of Graduate Education (DOGE), Associate Chair for Undergraduate Academic Affairs, Program Leader for Apparel, Merchandising, and Design Program, Program Leader for Event Management Program, Program Leader for Hospitality Management Program, Lead Adviser.
   b. Committee Responsibilities:
      i. Assist department chair in planning and administrative responsibilities
      ii. Bring program and department issues from faculty, staff, and students for discussion
      iii. Respond to department issues from chair
      iv. Set agenda for department meetings
      v. Improve communication regarding resource allocation
      vi. Provide advice on use of department resources
      vii. Provide input on use of Development Funds

2. Advisory Board Planning and Alumni Relations Committee
   a. Committee Membership:
      Department Chair, program representatives
   b. Committee Responsibilities:
      i. Set meeting dates, agenda, chair the meeting, correspond with advisory board members
ii. Plan local arrangements and conduct any formal meeting evaluations

iii. Write minutes, maintain records and files

iv. Maintain partnerships with alumni

3. Communication Team
   a. Committee Membership:
      Chair, 10-15 undergraduate and graduate students from the department, membership by nomination by faculty/adviser or by application
   b. Committee Responsibilities
      i. Represent AESHM Department in CHS and campus-related activities
      ii. Assist the Department Chair in welcoming visitors to campus
      iii. Act as hosts and assist with planning for department events
      iv. Assist with recruitment activities

4. Computer Advisory Committee
   a. Committee Membership:
      2 faculty members, minimum of 1 undergrad and 1 grad student from AESHM
   b. Committee Responsibilities
      i. Meet as needed to discuss department computer needs and use of CAC computer fees
      ii. Make recommendations for use of CAC money
      iii. Coordinate technology needs in AESHM

5. Curriculum Committee
   a. Committee Membership:
      Associate Chair for Undergraduate Affairs, Lead Adviser, program leaders, one representative from each program, a student representative from each program, one graduate student. Membership is a 3-year term for faculty and advisers and one or more years for students, depending on their interests and schedules
   b. Committee Responsibilities
      i. Reviews and makes recommendations to the AESHM faculty and appropriate college and university committees on matters relating to department undergraduate curricula and courses.
      ii. Prepares catalog materials (including curricula, course descriptions, and “front-of-the-back” materials) and secures faculty approval for catalog copy.
      iii. Reviews and makes recommendations regarding proposed course offerings submitted by faculty or developed by the committee.
      iv. Assesses impact on curriculum of catalog changes proposed by other departments and initiates objections as directed by majority vote of faculty.
      v. Oversees thorough reassessment and initiates review of each program’s curriculum at least every 10 years.
      vi. Oversees the preparation of and conducting of undergraduate student outcomes assessments and reports findings to the college
and university as required with assistance from the department representative to college outcomes assessment committee.

vii. Oversees the file of syllabi for each program course offering that includes catalog description, course objectives and course outline.

viii. Reviews recommendations of summer session offerings and sequencing of scheduled courses.

ix. Identifies and promotes study abroad/international study programs.

x. Designs and recommends policy for enrollment in undergraduate courses and other advising issues.

xi. Reviews AESHM and program policies for undergraduate, graduate, and faculty interactions.

c. Curriculum Review and Revision

i. To keep curriculum up-to-date with industry and other relevant trends, faculty should review program’s curriculum every year as needed. The review process should start with student learning outcomes. Based on identified student outcomes, content in existing courses and course sequence should be revised, restructured, dropped, and/or new courses added.

ii. When a new required course or any other significant curriculum changes (e.g., changes in professional or specialization core courses, course sequencing, etc.) are proposed between the curriculum reviews, a detailed justification for the proposed curriculum changes should be submitted for review to the AESHM Curriculum Committee, and should include:
   a) Detailed rationale for the proposed changes
   b) Desired learning outcomes in relation to program’s accreditation or endorsement competencies; industry trends; college learning outcomes
   c) Fit with content and sequencing of existing courses in the department, college, and university
   d) Effects of the proposed changes on sequencing of courses, student 4-year plans, scheduling issues, projected teaching loads, student enrollment, etc.
   e) Other documentation to support proposed changes

iii. After Curriculum Committee reviews the proposed changes to ensure the proposal is complete, all program faculty members review and discuss the proposed curriculum changes. Program’s faculty members vote on the proposed changes electronically.

6. Graduate Recruitment and Review Committee

a. Committee Membership:
   Associate Chair and Director of Graduate Education (DOGE), Assistant DOGE, and 1 additional faculty member serve on the committee for a 3-year renewable term

b. Committee Responsibilities

i. Reviews Masters applicants to the graduate program and makes recommendations on admission (DOGE or Assistant DOGE
reviews applications for his/her programs, the additional faculty member reviews the applications from his/her related program).

ii. Reviews scholarship applications for CHS scholarships when there is not consensus from the Graduate Faculty member rankings of applicants.

iii. Oversees graduate program assessment process.

iv. Advises graduate students until POS advisers are selected.

v. Reviews and makes recommendation to AESHM faculty and appropriate college and university committees on matters relating to graduate program curricula and courses.

vi. Reviews and makes recommendations regarding proposed course offerings in the graduate programs.

vii. Prepares measures and conducts graduate student outcomes assessments and coordinates reports for the AESHM Curriculum Committee, and college and university as required.

7. Honors and Awards Committee
   a. Committee Membership
      A minimum of 2 faculty members from different programs (Committee chair selected from members and represents AESHM Department on the CHS Awards Committee)
   b. Committee Responsibilities:
      i. Solicit nominations from the faculty for college and university awards
      ii. Works with candidate to prepare packet of information for award review
      iii. Facilitate nomination letters

8. Promotion and Tenure Committee  (See additional comments in the Promotion and Tenure section of this document)
   a. Committee Membership:
      Determined according to the Promotion and Tenure section of this document
   b. Committee Responsibilities
      i. Conduct peer review of teaching for promotions and tenure candidates
      ii. Review faculty for promotion and tenure
      iii. Review faculty for preliminary (3 year) review and faculty for post-tenure review
      iv. Review, revise, and update the department promotion and tenure governance materials so that they are current and in agreement with university and college documents

9. Undergraduate Scholarship Committee
   a. Committee Membership
      All advisers (Chair elected from committee membership); representative elected from committee membership to the CHS Advising and Scholarship Committee
b. Committee Responsibilities
   i. Reviews and updates procedures for notification, application, and evaluation of scholarships
   ii. Obtains faculty approval for modifications to procedures
   iii. Reviews scholarship applications, assigns scores, and ranks students to receive scholarships
   iv. Recommends students and amount of scholarship to department chair

10. Faculty Search Committee (See additional comments in the Recruitment and Hiring section of this governance document.)
   a. Committee Membership
      Determined according to the Recruitment and Hiring section of this document
   b. Committee Responsibilities
      i. Recruit for faculty positions.
      ii. Evaluate qualifications of applicants.
      iii. Work with Human Resources to ensure that standards and expectations are met in the recruitment and evaluation process.
      iv. Meet with the CHS Equity Advisor prior to initiating the search process to review the ISU Advance and CHS expectations and resources to facilitate an inclusive and equitable search process.
      v. Work with the Chair to determine individuals to invite to campus for interviews, coordinate travel and interview arrangements, develop evaluation forms, participate in on campus interview, report evaluation results and recommendation to Chair.

11. Textiles and Clothing Museum (TCM) Collections Committee
   a. Committee Membership
      i. Chair (Curator of the Textiles & Clothing Museum)
      ii. Collections Manager (may be combined with Curator)
      iii. 2 or 3 AESHM faculty members who work or have interest in history of dress, cultural study, or textile conservation
      iv. Agatha Huepenbecker Burnet Endowed Graduate Assistant and any other graduate student(s) assigned to work in the collection
   b. Committee Responsibilities
      i. Review accession/deaccession decisions
      ii. Update policies for the collection in the TCM Policies and Procedures Manual
      iii. Collection care including storage, preservation, and conservation
      iv. Assist with exhibit installation and deinstallation. Maintain positive public image and promote the Textiles and Clothing Museum with appropriate groups and individuals.
      i. Address issues related to the use of the collection and Textiles and Clothing Museum
      ii. Contributes to social media and exhibit promotions

12. Governance Document Committee
   a. Committee Membership
i. Committee Chair will be the Associate Chair for Undergraduate Academic Affairs

ii. A minimum of two AESHM faculty members from two different programs will serve a one-year term so that the committee has a minimum membership of three

iii. Membership will be on a volunteer basis

b. Committee Responsibilities
i. Review the Governance Document annually for updates/revisions

ii. Review annual updates to the University and College Faculty Handbooks for impact on the AESHM Governance Document

iii. Revisions will be discussed by the committee and then presented to AESHM faculty by the Chair for a vote in accordance to the procedure outlined in the Governance Document

iv. Facilitate revisions to document once faculty approval has been met

13. Outcomes Assessment Committee
a. Committee Membership:
   i. A minimum of 3 faculty members, preferably one faculty member from each program area within AESHM (AMD, HSP M, EVENT)
   ii. One committee member must also be the CHS representative to the CHS Outcomes Assessment committee

b. Committee Responsibilities
   i. Meet as needed to discuss outcomes assessment needs as facilitated by the CHS Outcomes Assessment Committee
   ii. Make recommendations to the CHS Outcomes Assessment committee
   iii. Coordinate Outcome Assessment artifact/data collection within AESHM as instructed by CHS Outcomes Assessment committee
   iv. Assist in the development of the final AESHM report due to the CHS Outcomes Assessment committee chair in July of each year

B. Special Assignments
1. Graduation Marshalls
   2-3 staff/faculty members to attend and represent AESHM Department at graduation convocation, ceremony, and receptions

2. Club Advisers
   a. 1 faculty member or P&S adviser for each program as indicated
   i. Hospitality Management
      a) Club Managers Association of America
      b) HSP M Club
      c) National Society of Minorities in Hospitality
      d) AESHM Cherry Pies
      e) Eta Sigma Delta
      f) Graduate Student Association of Hospitality Management
   ii. Event Management
      a. Event Management Club
      b. Eta Sigma Delta
iii. Apparel, Merchandising, and Design
   a) MODA
   b) Trend
   c) The Fashion Show
   d) AMD Graduate Student Association
b. Responsibilities
   i. Supervise student organization
   ii. Maintain continuity of organization

3. AMD Lab Safety Specialists
   a. 3-4 department members representing work conducted in 2051/2061/2063/2092 LeBaron labs; 1055/1059/1065/1078/2094 LeBaron labs; and Donna Rae Danielson Conservation Lab in 0017 Morrill Hall
   b. Responsibilities
      i. Develop and maintain Laboratory Safety Plans and records
      ii. Supervise labs to ensure that requirements are met

4. Library Liaison
   a. 1 faculty member
   b. Responsibilities
      i. Gather information from faculty about library needs
      ii. Work with library staff to keep collections up-to-date
      iii. Report library information/updates at AESHM faculty meetings

5. Program Coordinators for Website
   a. Coordinator
      1 faculty or P&S person for each program
   b. Coordinator Responsibilities:
      i. Updates and maintains website in cooperation with CHS Communications staff member
      ii. Develops materials for website
      iii. Works with program coordinators to maintain program information

6. Textiles and Clothing Museum Curator/Collection Manager
   The Curator/Collection Manager is appointed by the Department Chair.
   Responsibilities of the Curator/Collection Manger include (but are not restricted to):
   a. Serve as Chair of the Textiles and Clothing Museum Collection Committee and develop regular meeting schedule
   b. Maintain communication with potential and current donors
   c. Maintain collection records
   d. Coordinate installation of exhibits with exhibit curator(s)
   e. Develop and maintain long-term exhibit schedule with input from Collection Committee members and AMD faculty
   f. Coordinate requests for tours and research using the collection
   g. Supervise graduate assistant(s) and undergraduate intern(s) working in the museum

7. Liaison for Student Accommodations
   The AESHM Department Disability Liaison is appointed by the Department Chair. Responsibilities of the Disability Liaison include the following:
a. Coordinate and assist in the delivery of reasonable accommodations for students.
b. Attend University Disability Meetings and disseminate information to department.
c. Act as first line departmental contact for faculty with questions regarding department accommodation practices, procedure, and/or resource availability.
d. Enhance communication between all parties involved with providing reasonable accommodations for qualified students.
e. Work with involved parties to resolve issues related to faculty and departmental implementation of accommodations.
f. Advise instructors to destroy SAAR forms, in a confidential manner, one year after course completion.
g. Communicate with Student Disability Resources staff regarding accommodations requests and related topics.

8. International Program Coordinator
The International Program Coordinator is appointed by the Department Chair. Responsibilities of the International Program Coordinator include (but are not restricted to):

a. Promote international study abroad programs and trips to AESHM students at the study abroad fair each semester sponsored by ISU Study Abroad at the Memorial Union.
b. Organize informational presentations each semester by AESHM students who have studied abroad or been involved with CHS international trips.
c. Hosts guests from international study abroad partnership schools, setting up informational meetings for them with students, faculty, CHS and ISU Study Abroad.
d. Partner with ISU study abroad to do site visits to partner schools and exchange programs, building relationships, and recruiting for exchange programs.
e. Explore possibility of new partner programs and field study trips, assisting with memorandum of agreements and coordinating with CHS international programs.

9. Advisory Boards
Three advisory boards exist within the department: Hospitality Management Advisory Board; Event Management Advisory Board; and Apparel, Merchandising, and Design Advisory Board. These advisory boards provide each program with the knowledge and support necessary to ensure its continued success in an ever-changing field. The Boards provide a partnership with those working in the profession and help strengthen the understanding of the profession. Board members provide guidance concerning industry relevance of program curriculum and programming focused on professional development for students and faculty. They also provide insight into current issues in the profession, provide feedback on strategic issues, and engage in the identification and acquisition of resources for the program.
The composition of the advisory boards is determined by program faculty, with consultation of the chair. Members of the Advisory Boards provide feedback on strategic issues, cutting edge information and technology, and the perception others may have of the department. The Advisory Boards will meet once or twice each year. Meetings often are scheduled to correspond with other major activities that take place at Iowa State University. Terms of service on the Advisory Boards shall be renewable 3-year terms.

VIII. Visiting Scholar Program
AESHM offers opportunities for visiting scholars in all three program areas: Apparel, Merchandising, and Design (AMD); Event Management (EVENT); and Hospitality Management (HSP M). The length and other conditions of visiting scholars program are to be determined based on the Department’s and applicant’s needs. A visitor is usually a member of the faculty of another institution and is appointed at the rank held at that institution. A visitor may, however, also come from business, industry, or government, in which case the appointment is at a rank consistent with the individual's professional experience. A visiting appointment is usually for one academic year, but may be for a shorter period of time. Applications will be processed throughout the year to meet individual needs. Visiting appointments are not renewable. Additional information about the visiting scholar program is available at http://www.provost.iastate.edu/academic-programs/visiting-scholars. International scholars should review the policies and procedures for obtaining an entry visa with the ISU International Students and Scholars Office (https://www.isso.iastate.edu/scholars--faculty-staff--post-docs).

The purpose of the visiting scholars program is to promote interdisciplinary or inter-institutional collaboration in teaching and research, as well as diversified scholarship opportunities for both the program faculty and the applicant. Thus, potential applicants are particularly encouraged to apply with a proposed teaching plan and/or research project. The proposal may be developed in collaboration with an AMD, EVENT, or HSP M faculty member.

A. Desired Qualification
1. An earned terminal degree (Master’s degree holders will be considered as a special case based on the applicant’s and department’s needs)
2. Established scholarship record and experience (teaching and/or research)
3. Excellent communication and written skills in English
4. High standard of work ethics

B. Application Procedure
1. Contact Department Chair, or an AMD, EVENT, or HSP M faculty member with whom the applicant wants to work during the visiting period
2. Submit an application packet that should include at least:
   a. Curriculum vita
   b. Statement of purpose for the visiting scholars program
   c. Detailed research proposal or study plan for the period pursued (indicate a desired collaborating faculty member or host. The visiting scholar can work with more than one faculty member upon arrival to AESHM)
   d. Statement of needs, including facilities, equipment, financial aid, and other working conditions
3. Submit evidence of competency in both spoken and written English (applicable to international applicants; TOEFL, GRE, GMAT, or other test scores are preferred)
C. Procedure for Request and Approval of Visiting Scholar Application

1. The Department Chair will forward the application materials to AESHM faculty seeking interest from faculty member/s who might be interested in working with the visiting scholar as mentor/s (if a mentor has not been identified).
2. The decision to approve the visiting scholar application will be made by a AESHM faculty vote.

Prior to extending any offer to a Visiting Scholar (or replying to a solicitation to host) and prior to the arrival of the visitor, the AESHM faculty member must:

1. Discuss the request with the Department Chair.
2. Agree to accept responsibility as the faculty mentor and for supervision of the Visiting Scholar.
3. Direct visiting scholars that are non-citizens or non-permanent residents to the ISU International Students and Scholars Office.

D. Administration

Visiting scholar(s) will be given an orientation to the department, faculty, and university facilities by a departmental representative. In addition, the scholar(s) will have access to various courses, as well as departmental facilities. Visiting scholar(s) are expected to be involved in departmental activities when appropriate. Visiting scholars are not allowed to vote on program or departmental matters. The progress of visiting scholars will be reviewed periodically by the department chair and/or collaborating faculty. The visiting scholar and host will mutually decide how they want to handle this report of progress. Visiting scholars should ensure they have appropriate health insurance and any other insurance that they may need during their stay at ISU (http://www.hrs.iastate.edu/hrs/SSHIP-Visiting).

E. Expected Activities, Outcomes, and Conduct

1. Successful completion of the proposed teaching and/or research plan
2. Presentations of research/creative work in both undergraduate and graduate courses.
3. Presentations of research/creative work with the collaborating faculty at professional conferences
4. Preparation of manuscripts/creative works with the collaborating faculty member for publication
5. Positive interaction with both students and faculty.
6. Observance of the department’s rules and regulations.

Visiting scholars will submit a final report to the Department Chair describing their experience and tasks accomplished that were proposed in the research or study plan. Future plans for collaboration and completions of projects should also be included to demonstrate sustenance of collaborative efforts beyond the visiting period.
Department of Apparel, Events, and Hospitality Management

Dean, College of Human Sciences

Chair, Dept. of Apparel, Events, and Hospitality Management

Faculty (tenured, tenure-track, and Termed)

Advisers (AMD, HSP M, and EVENT)

Office and Support Staff
APPENDIX B – PROFESSIONAL & SCIENTIFIC PERFORMANCE EVALUATION
Professional & Scientific Performance Evaluation
College of Human Sciences

The CHS Performance Evaluation Form should be completed independently by the employee, provided to the supervisor, completed by the supervisor, and used to facilitate discussion during the annual review.

**Supervisor**

Professional and Scientific Staff Performance Evaluations are to be completed annually by the date announced by the College HR Liaison.

1. Schedule an annual review meeting, allowing an adequate amount of time for:
   a. The employee to complete and provide the CHS Performance Evaluation Form to the Supervisor
   b. The supervisor to complete the CHS Performance Evaluation Form
2. During the annual review meeting both employee and supervisor should be actively involved in the discussion of any discrepancies
3. Complete section 5 of the CHS Performance Evaluation Form during the scheduled annual review meeting. Allow comments by the employee in section 6
4. Both employee and supervisor sign and date the final copy of the CHS Performance Evaluation Form
5. Retain the CHS Performance Evaluation Form and provide a copy to the employee
6. Complete, sign, and date the Human Resources P&S Performance Appraisal Confirmation Form and provide the original form to E262 Lagomarcino Hall

**Employee**

1. Complete sections 1-4 of the CHS Performance Evaluation Form and provide it to your supervisor prior to your scheduled annual review meeting. If applicable complete the optional addendum.
2. Attach a copy of your Professional & Scientific Performance Evaluation Form from the previous year, which includes your goals for this year, to your completed CHS Performance Evaluation Form.
3. Locate Position Description (PD), review for changes, and attach to your completed CHS Performance Evaluation Form. Directions to obtain PD: Go to class & compensation website, under resources click on classification and hiring system. Enter your university ID number as your user name and password. You will then set a new password. If you have used this system before and have trouble accessing your PD, contact the HR service Center at 294-4800 for assistance.
4. If you have any comments as a result of the review, note them in section 6 of the final copy of the CHS Performance Evaluation Form.
5. Both employee and supervisor sign and date the CHS Performance Evaluation Form. Retain a copy of the CHS Performance Evaluation Form provided by the supervisor.
6. Sign and date the Human Resources P&S Performance Appraisal Confirmation Form.
## Professional & Scientific Performance Evaluation
### College of Human Sciences

### Name: Click here to enter text.  Evaluation Period: Start Date – End Date

### SECTION 1 POSITION DESCRIPTION (PD) (to be completed by employee)
PD reviewed on: Click here to enter a date.
Updates to PD Need: Choose an item.

### SECTION 2 COMPETENCIES (to be completed by employee and supervisor)
Using the scale provided rate performance in each of the following categories. The bulleted items are examples of competencies within each category; you may wish to consider other factors in making your rating. Include any comments relating to the competency in the specific area.

1 = Does Not Meet Expectations  
2 = Meets Expectations  
3 = Exceeds Expectations

<table>
<thead>
<tr>
<th>Category</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>Supervisor</th>
<th>Employee</th>
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<tbody>
<tr>
<td><strong>Job Knowledge and Skills</strong></td>
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<td></td>
<td>Supervisor</td>
<td>Employee</td>
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<tr>
<td>• Fulfills job duties effectively, as specified in current PD</td>
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<td>• Acquires and demonstrates skills and knowledge needed to perform responsibilities</td>
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<td>• Manages time and resources effectively</td>
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<td>Supervisor</td>
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<tr>
<td><strong>Quality Service</strong></td>
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<td>Supervisor</td>
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<tr>
<td>• Listens carefully and responds appropriately to requests and problems</td>
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<td>• Performs with accuracy, thoroughness, and effectiveness</td>
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<td><strong>Respect and Community</strong></td>
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<td>Supervisor</td>
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<td>• Supports unit and university goals and priorities</td>
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<td>• Establishes and maintains respectful and cooperative working relationships</td>
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<td>• Demonstrates respect for a positive, diverse work environment</td>
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<td><strong>Learning, Leadership, and Development</strong></td>
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<td>Supervisor</td>
<td>Employee</td>
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<td>• Looks for and makes continuous improvements</td>
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<td>• Demonstrates initiative and takes on leadership roles</td>
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<td>• Seeks and participates in learning development activities</td>
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<td>• Constructively uses feedback from multiple sources</td>
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</table>
SECTION 3 PERFORMANCE REFLECTION (to be completed by employee and supervisor)

1. Describe the extent to which the main job responsibilities in the PD were met. Provide qualitative and/or quantitative measures of job performance (evaluations, records, and/or work samples.)
   
   Click here to enter text.

2. Describe the personal strengths brought to this position.
   
   Click here to enter text.

3. What were the most significant job related accomplishments this year?
   
   Click here to enter text.

4. What challenges were encountered this year?
   
   Click here to enter text.

5. Describe any areas where improvements can be made. What actions will be taken to address these areas?
   
   Click here to enter text.

6. What professional development opportunities were pursued in/during this past year? Discuss the benefits of participation.
   
   Click here to enter text.

7. Other.
   
   Click here to enter text.

SECTION 4 PERFORMANCE ASPIRATIONS (to be completed by employee and supervisor)

1. Describe measurable goals planned for the upcoming year.
   
   Click here to enter text.

2. Suggest professional development opportunities and/or tools that would help to achieve these goals for the upcoming year.
   
   Click here to enter text.
SECTION 5 OVERALL RATING (to be completed by supervisor only)
Overall Rating: Click here to enter text.
Comments: Click here to enter text.

SECTION 6 EMPLOYEE RESPONSE TO EVALUATION (optional)
Click here to enter text.
Signing this document indicates we have met and discussed this evaluation.

Employee: ________________________________ Date: ____________
Supervisor: ________________________________ Date: ____________

Employees who disagree with the supervisor’s analysis of their performance may choose to 1) file a formal grievance, additional information regarding this policy can be found at http://policy.iastate.edu/policy/dispute/ or 2) write a letter stating why they disagree with the review as written, including any points of contention, and submit it directly to HR for inclusion in his/her University HR record.

Prepared by CHS P&S Committee, Revised March 29, 2014
## Administrative Service:

<table>
<thead>
<tr>
<th>Service</th>
<th>Dates</th>
<th>Description</th>
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<td><strong>Departmental Committees</strong></td>
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<tr>
<td><strong>College of University Committees</strong></td>
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<td><strong>Mentoring Activities</strong></td>
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<td><strong>Other Service Activities</strong></td>
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## Professional & Scientific Performance Evaluation

### College of Human Sciences

#### Optional Addendum

Undergraduate and graduate course(s) taught:

<table>
<thead>
<tr>
<th>Semester</th>
<th>Course Number</th>
<th>Course Title</th>
<th>Credit Hours</th>
<th>Students Enrolled</th>
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<td>Credit Hours</td>
<td># Students</td>
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P&S PERFORMANCE APPRAISAL CONFIRMATION FORM

Performance Evaluation for:

Employee’s Name ________________________________

University ID ________________________________

Supervisor’s Name ________________________________

University ID ________________________________

In accordance with policies and procedures governing Professional and Scientific staff, employees are to receive a performance appraisal at least annually. Further evaluations may be conducted as needed to communicate management expectations and performance relevant to meeting those expectations. While performance may be measured at any time, the Performance Management Program and Salary Adjustment Policy intend that formal, written reviews occur at least annually, on or around three months (new hires) or the sixth month after there has been a reassignment or reclassification of a position with an incumbent.

A performance appraisal is an important tool for successful performance. It provides an opportunity for open communication between the employee and supervisor and a basis for training, setting objectives and professional development.

For additional information and guidance, please refer to the Performance Management Program for Professional and Scientific Employees.

After meeting with the employee to complete the appraisal, please complete this form and return it to the Department of Human Resource Services (HRS), Service Center, at 3810 Beardshear Hall. Questions may be directed by calling HRS at 294-4800. Written documentation of the performance appraisal should be retained by the department and by the employee.

Signature on this form certifies the performance appraisal conference has been conducted and written documentation supporting the appraisal has been completed.

The supervisor should mark the box below that correlates with the employees annual performance evaluation rating.

Meets or Exceeds Expectations: □ Does Not Meet Expectations: □

Performance appraisal review period (typically 12 months): From __________ To __________

Date performance conference conducted: _______________________

Signatures:

______________________________ ________________________

Supervisor Date Employee Date
1. Discuss what accomplishments you are most proud of for this past year and why.

2. List your goals from this past year and describe progress on accomplishing.

3. Describe any challenges, frustrations, problems, etc., related to achieving your goals this past year.

4. List goals/plans for the next academic year (including professional development goals); indicate what is needed to help you achieve these goals.

5. Any additional comments, issues, etc.
NAME  
Professional Record Update  
January 1, 2015 – December 31, 2015

Teaching  
1. Courses taught  
2. Numbers of students in each  
3. Evaluation ratings/comments  
4. Innovative Instructional Materials, Audiovisuals developed  
5. New Internal Grant Proposals for teaching  
6. New External Grant Proposals for teaching  
7. Continuing Internal Grant Proposals for teaching  
8. Continuing External Grant Proposals for teaching  
9. In-Kind Contributions, Equipment, Supplies for teaching grants  

Honors/Awards  
1. Honors/Awards/Recognitions received  

Research/Creative Work (give complete citation for each or highlight on vita)  
1. Refereed Publications/Juried Exhibitions  
2. Publications In-Press/Artwork accepted for exhibition  
3. Publications/Artwork Submitted for Review  
4. Books/Chapters in Books Published  
5. Books/Chapters in Books In-Press  
6. Books/Chapters in Books Submitted for Review  
7. Technical Reports  
8. Refereed Proceedings/Presentations  
9. Invited Presentations/Publications  
10. New Internal Grant Proposals for research/creative work  
11. New External Grant Proposals for research/creative work  
12. Continuing Internal Grant Proposals for research/creative work  
13. Continuing External Grant Proposals for research/creative work  
14. In-Kind Contributions, Equipment, Supplies for research/creative work  

Extension/Outreach  
1. Presentations/workshops given  
2. Extension Publications, Audiovisuals, In-service Education  
3. Consulting Activities  
4. Recruitment/Outreach Activities  

Advising  
1. Role in undergraduate advising/mentoring (give numbers of students)  
2. Role in graduate student advising/mentoring (give names of students/title of research, if completed)  

Professional/University Service  
1. Manuscript/Journal/Book Editor or Reviewer/Exhibition juror or curator  
2. National and International Service/Leadership  

Dept. of AESHM  
Governance Document  
R Jul-18
3. Regional and State Service/Leadership
4. University Service/Leadership
5. College Service/Leadership
6. Departmental Service/Leadership
7. Other Service/Leadership

Professional Development Activities
1. Conferences/workshops attended (give title and date)
2. Industry experience obtained
3. Other professional development activities
## Annual Output Report – Research Grants

### YEAR___________

### Internal Research

<table>
<thead>
<tr>
<th>Grant Proposal</th>
<th>Grant Funded</th>
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### External Research

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**Annual Output Report – Teaching Grants**

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<th>YEAR__________</th>
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**Internal Teaching**

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<th>Grant Proposal</th>
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**External Teaching**

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#### Internal Travel

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#### External Travel

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<th>Grant Proposal</th>
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## Annual Output Report – Publications, etc.

**YEAR ______**

<table>
<thead>
<tr>
<th>Refereed Journal Publication (Full citation; If multiple authors indicate % of your role)</th>
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<th>Refereed Conference Presentation (Full citation)</th>
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<th>Refereed Conference Poster (Full citation)</th>
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<th>Juried Exhibit (Full citation)</th>
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<th>Book Chapter (Full citation)</th>
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<th>Technical Report (Full citation)</th>
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<td>Other Publication or Presentation</td>
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<td>Extension Presentation (Full description)</td>
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APPENDIX D: TEACHING REVIEW DOCUMENT
Department of Apparel, Events, and Hospitality Management
Peer Teaching Evaluation Form for Termed Faculty

Instructor Name: ____________________________  Course Evaluated: __________________

Evaluator: ____________________________  Date(s) & Time of Observation: __________________

Lecture/Lab/Studio Duration: ____________________________
I. The Current Course Syllabi

The course syllabus is update and well organized for readability and student understanding

The course syllabus meets the department, college and university standards

Comments:

II. Quality of Presentation (based on classroom/studio/lab observation)

The class period was well organized

The instructor seemed engaged with students

The level of presentation seemed appropriate for students

Teaching method(s) used seemed appropriate for the situation

Teaching materials used seemed appropriate and effective

Content was explained clearly

Class time was used effectively

Instructor's discussion questions were thought-provoking and clearly phrased
<table>
<thead>
<tr>
<th></th>
<th>Superior</th>
<th>Excellent</th>
<th>Meets Expectations</th>
<th>Needs Improvement</th>
<th>Unsatisfactory</th>
<th>NA/NO</th>
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</thead>
<tbody>
<tr>
<td>A positive learning environment was established and maintained</td>
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<tr>
<td>The instructor reinforces key concepts of the day</td>
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<td>The instructor demonstrates respect to the diversity of students in the classroom</td>
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Comments:

III. Subject Matter Competence (based on review of course materials provided)

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<th>Superior</th>
<th>Excellent</th>
<th>Meets Expectations</th>
<th>Needs Improvement</th>
<th>Unsatisfactory</th>
<th>NA/NO</th>
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<tbody>
<tr>
<td>Content is accurate and up-to-date information for the industry or business</td>
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<td>Content is presented in a logical sequence</td>
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<td>Teaching materials used (tests, handouts, AV media, PowerPoints, etc.) are consistent with course goals</td>
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<td>Assignments and other evaluation techniques seem appropriate</td>
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Comments:
IV. Human Relations (based on classroom and/or out-of-class observation of instructor/student interaction)

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<th>Superior</th>
<th>Excellent</th>
<th>Meets Expectations</th>
<th>Needs Improvement</th>
<th>Unsatisfactory</th>
<th>NA/NO</th>
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<tbody>
<tr>
<td>The instructor treats students with respect</td>
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<tr>
<td>The instructor responds to student questions with respect</td>
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<td>The instructor seems approachable</td>
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<td>The instructor gives positive feedback, when appropriate</td>
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<td>The instructor is patient and tolerant, including diverse points of view</td>
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Comments:
Additional Comments (feel free to include strengths and possible areas of improvement, if appropriate)

Evaluator's Signature  _________________________________  Date  ____________

Evaluated Faculty's Signature  _________________________________  Date  ____________
APPENDIX E – FORMS FOR PROMOTION AND TENURE REPORTS
AESHM Promotion and Tenure Committee Evaluation Report

Faculty Member’s Name: __________________________________________________

Department: Apparel, Events, and Hospitality Management

Select one of the following sections, depending on the type of review conducted (include only the appropriate section in the report)

☐ Third-Year Review
☐ Post-Tenure Review
☐ Mandatory Tenure Review/Promotion to Associate Professor
☐ Review for Promotion to Professor

Faculty Member’s current rank: __________________________________________

Select one of the following sections depending on the type of review conducted (include only the appropriate section in the report)

For Third-Year Review:

P&T Committee Report (3 voting members on the committee):

☐ No vote required
☐ Yes, renew for a second 3-year appointment
☐ No, do not renew for a second 3-year appointment

Abstain: _____ On leave: _____ ☐ No vote taken

For Post-Tenure Review:

P&T Committee Report (3 voting members on the committee):

☐ Meets expectations ☐ Below expectations

For Promotion and/or Tenure Review

☐ Yes ☐ No ☐ Abstain ☐ On leave ☐ No vote taken

Vote of eligible department faculty (Number of eligible faculty: _____)

☐ Yes ☐ No ☐ Abstain ☐ On leave ☐ No vote taken
Description of the Department P&T Review Process

In the Apparel, Events, and Hospitality Management (AESHM) Department, the selection of faculty members eligible for mandatory review for promotion to associate professor with tenure is based on the date of the initial appointment and evaluation of materials compiled for annual review. Evaluation for promotion to professor is based on the evaluation of materials compiled for annual review. Post-tenure review occurs every 7 years for tenured faculty, regardless of rank, based on materials submitted by the faculty member (vita, PRS, a short narrative, and a summary table of teaching evaluations). The AESHM Promotion & Tenure Committee (AESHM P&T Committee) consists of three (3) members and one (1) alternate elected from the faculty eligible to serve on the committee. Faculty who are eligible to serve on the committee include all tenured faculty (professors and associate professors) with the exception of the Department Chair, visiting professors, and adjunct faculty. All tenured faculty (previously noted exceptions also apply here) are eligible to vote on tenure and promotion decisions. Tenured faculty either vote as members of the AESHM P&T Committee or as tenured faculty members. No one has more than one vote. The Department Chair independently assesses each candidate and writes a separate report. The Department Chair does not participate in the review of the candidates by the AESHM P&T Committee.

Signature of Committee Members

_________________________________________________________  ____________________________
Signature                                                                                           Date

_________________________________________________________  ____________________________
Signature                                                                                           Date

_________________________________________________________  ____________________________
Signature                                                                                           Date

_________________________________________________________  ____________________________
Signature                                                                                           Date
Department Chair’s Promotion and Tenure Evaluation Report Form

<table>
<thead>
<tr>
<th>Date</th>
<th>Signature of Department Chair</th>
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<table>
<thead>
<tr>
<th>Candidate</th>
<th>Department</th>
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<tbody>
<tr>
<td>☐ Promotion ☐ Tenure</td>
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</table>

If promotion, rank under consideration:

VOTE of Department Review Committee (numbers)

Affirm ☐ Deny ☐

VOTE of Department Faculty, if applicable (numbers)

Affirm ☐ Deny ☐

RECOMMENDATION of Department Chair (check one)

Affirm ☐ Deny ☐

In a comprehensive evaluative statement and in keeping with the stated University and College Policies and Procedures for Promotion and Tenure, delineate and discuss the criteria and evidences of performance used in making decisions to Affirm or Deny promotion and/or tenure. The statement shall include reference to the following items:

- Name of nominee
- Date and rank of initial appointment
- Dates and ranks of promotions
- Proposed rank
- Position responsibility statement
- Academic record
- Prior experience
- Teaching and advising assignments and evaluation of performance
- Research responsibilities and/or achievements
- Extension assignments and evaluation of performance
- Professional practice
- Scholarly work in progress
- Publications
- Administrative and committee responsibilities
- Other pertinent activities (memberships and positions held in professional societies, consultation, committee and public service, etc.)
- Prospects for future development
- Comments by the Department Chair

Additional supporting evidence (e.g., copies of outside reviewers’ letters, evaluations of teaching by students and peers, single copies of key publications) shall also be forwarded to the CHS PTC. Other material requested by the Provost’s Office should be made available to the CHS PTC as well. In addition, the departmental promotion and tenure standards and procedures document should be made available to the CHS PTC.
APPENDIX F – CALENDARS
**Tentative Calendar**: **Termed Promotion** (e.g. lecturer to senior lecturer)

The purpose of this calendar is to assist all parties involved in the promotion process in understanding the steps and timeline for these steps. These steps and timeline may change based on CHS and university changes.

<table>
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<tr>
<th>Date</th>
<th>Who?</th>
<th>To/from?</th>
<th>What?</th>
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<tbody>
<tr>
<td>Fall</td>
<td>Candidate</td>
<td>requests from a departmental colleague and/or CELT</td>
<td>A peer review of teaching. Candidate and reviewer work together to schedule the observation and review in the Fall</td>
</tr>
<tr>
<td>November 1</td>
<td>Chair</td>
<td>PTC</td>
<td>AESHM Department Chair submits names of candidates for Termed promotion to AESHM PTC</td>
</tr>
<tr>
<td>Late Fall semester</td>
<td>Faculty</td>
<td>PTC</td>
<td>Elect a senior lecturer Termed to the PTC committee</td>
</tr>
<tr>
<td>Dec. 1</td>
<td>Candidate</td>
<td>PTC</td>
<td>Submits required materials to the AESHM administrative designee</td>
</tr>
<tr>
<td>Dec/Jan</td>
<td>PTC</td>
<td>Chair</td>
<td>PTC with Termed member review of the candidate’s materials</td>
</tr>
<tr>
<td>Feb 1</td>
<td>Chair</td>
<td></td>
<td>Materials sent to the Dean for review</td>
</tr>
<tr>
<td>**</td>
<td>Dean</td>
<td></td>
<td>Materials sent to Provost for review</td>
</tr>
<tr>
<td>**</td>
<td>Dean</td>
<td></td>
<td>Notification of promotional decision is received</td>
</tr>
</tbody>
</table>

*Changes may be made to calendar. See the Provost website and CHS website for most recent updates.

** Once materials leave the AESHM Department, the time line is dependent on schedules of the Dean and Provost.
**Tentative Calendar: Preliminary Review (Third-Year Review)**

The purpose of this calendar is to assist all parties involved in the preliminary review process in understanding the steps and timeline for these steps. These steps and timeline may change based on CHS and university changes. Parties include the faculty member going up for preliminary review, AESHM Department Chair, and AESHM Promotion and Tenure Committee.

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<thead>
<tr>
<th>Date</th>
<th>Who?</th>
<th>To/from?</th>
<th>What?</th>
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</thead>
<tbody>
<tr>
<td>Fall of 3rd year (or sooner)</td>
<td>Candidate</td>
<td></td>
<td>Begins to prepare materials (Tab 1 and Tab 2) for 3rd year review. Preparation of materials may begin at any time. Candidates should begin early, allowing adequate time, and updating the materials as needed to include accomplishments through the time period until the 3rd year review materials are submitted.</td>
</tr>
<tr>
<td>Fall of 3rd year (or sooner)</td>
<td>Candidate</td>
<td>from a tenured AESHM faculty or PTC member</td>
<td>Requests a peer review of teaching. Candidate and reviewer work together to schedule the review in the Fall or early in the Spring semester.</td>
</tr>
<tr>
<td>By the end of third week of October</td>
<td>AESHM Department Chair</td>
<td>to AESHM PTC</td>
<td>Submits names of candidates for 3-year review</td>
</tr>
<tr>
<td>By February 1</td>
<td>Candidates</td>
<td>to the Department Chair and AESHM PTC</td>
<td>Submit 3-year review materials (Tab 1 and Tab 2) and Cover Sheet For Preliminary Review Recommendation. See Office of Senior Vice President and Provost website within the faculty advancement section for this form</td>
</tr>
<tr>
<td>By the end of first week of March</td>
<td>AESHM PTC</td>
<td>to the Department Chair</td>
<td>Submits letter regarding recommendations.</td>
</tr>
<tr>
<td>By April 1</td>
<td>Department Chair</td>
<td>to the Dean, who will forward them to the Provost</td>
<td>Forwards materials from the preliminary review done by the Department</td>
</tr>
<tr>
<td>By end of semester</td>
<td>Department Chair</td>
<td>to candidate</td>
<td>Recommendations will be shared with the candidate by the Department Chair before the end of the semester. Notification of whether or not his/her contact will be renewed.</td>
</tr>
<tr>
<td>End of Semester</td>
<td>CHS Dean</td>
<td>to candidate</td>
<td>May send a letter regarding the preliminary review outcome.</td>
</tr>
<tr>
<td>Beginning of June</td>
<td>Department Chair</td>
<td>to candidate</td>
<td>If preliminary review is successful, a new letter of intent is prepared and the candidate is requested to sign the letter.</td>
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</table>
*Changes may be made to the calendar. See the Provost website and CHS website for most recent updates.

**Tentative Calendar* : Promotion and/or Tenure (e.g. from assistant to associate professor, from associate professor to professor)

The purpose of this calendar is to assist all parties involved in the promotion process in understanding the steps and timeline for these steps. These steps and timeline may change based on CHS and university changes.

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<tr>
<th>Date</th>
<th>Who?</th>
<th>To/From?</th>
<th>What?</th>
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</thead>
<tbody>
<tr>
<td>Fall or spring prior</td>
<td>Candidate</td>
<td>Requests from a departmental colleague, PTC member, and/or CELT</td>
<td>A peer review of teaching. Candidate and evaluator work together to schedule the observation.</td>
</tr>
<tr>
<td>First part of February through March</td>
<td>Department Chair</td>
<td>Department Chair communicates with potential candidate at time of performance review</td>
<td>Department Chair begins to identify new candidates for next FY</td>
</tr>
<tr>
<td>February and March</td>
<td>Department Chair</td>
<td>Department Chair conducts annual performance evaluations for all faculty, including those who have gone through the promotion and tenure or promotion process</td>
<td></td>
</tr>
<tr>
<td>By the Last Friday of March</td>
<td>Candidate</td>
<td>Faculty requesting review must notify the Chair of the department</td>
<td>Sends email to Department chair</td>
</tr>
<tr>
<td>January through early June</td>
<td>Candidate</td>
<td></td>
<td>Prepares dossier for submission in early summer. Required documents are identified on the CHS website</td>
</tr>
<tr>
<td>March 30</td>
<td>AESHM Department Chair</td>
<td>to Dean</td>
<td>Department Chair notifies Dean’s Office of the names of candidates who are required or might seek promotion and/or tenure and begins to identify external reviewers</td>
</tr>
<tr>
<td>April AESHM Faculty Meeting</td>
<td>AESHM Department Chair</td>
<td>Faculty vote per governance document guidelines</td>
<td>Election of CHS Promotion and Tenure Representative (in appropriate years); Report name to Deans Office P&amp;T Support Staff Member</td>
</tr>
<tr>
<td>By May 1</td>
<td>Candidate</td>
<td></td>
<td>Candidate provides names of potential external reviewers to Dept Chair</td>
</tr>
<tr>
<td>Late April – Early May</td>
<td>CHS</td>
<td>Candidate will be invited to a CHS P&amp;T meeting</td>
<td>Attend CHS P&amp;T meeting.</td>
</tr>
<tr>
<td>June 15</td>
<td>Candidate</td>
<td></td>
<td>Candidate sends dossier to Department Chair</td>
</tr>
<tr>
<td>June 15. External review letters returned to</td>
<td>Department Chair</td>
<td></td>
<td>Department Chair sends new candidate materials to external reviewers for comments back by August 15</td>
</tr>
<tr>
<td>Date</td>
<td>Who?</td>
<td>To/From?</td>
<td>What?</td>
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<td>-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>Department Chair by</td>
<td></td>
<td></td>
<td>AESHM PTC and all other department tenured associate and professors review candidate materials for those going from assistant to associate rank and a “face-to-face” meeting is held. At that meeting, a ballot vote is taken. Only professors will be involved in the meeting and writing of the report for those going up for professor. Prior to the meeting, all professors should carefully review the candidate’s materials. A ballot vote will take place at the “face-to-face” meeting.</td>
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<tr>
<td>August 15, or</td>
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<tr>
<td>September 1 Final</td>
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<td></td>
<td>Deadline.</td>
</tr>
<tr>
<td>October 15</td>
<td></td>
<td></td>
<td>For those going from assistant to associate, the AESHM PTC prepares and submits report to the Department Chair by October 15. For those going up for professor, a report is generated by the PTC chair (utilizing content from the meeting) and circulated to all professors for input.</td>
</tr>
<tr>
<td>October 15 to November</td>
<td></td>
<td></td>
<td>AESHM Department Chair reviews candidate materials</td>
</tr>
<tr>
<td>November 1</td>
<td></td>
<td></td>
<td>Department Chair submits review of P&amp;T candidates to CHS Dean’s Office</td>
</tr>
<tr>
<td>November - April</td>
<td>Chair, Dean, and/or Provost</td>
<td></td>
<td>Candidate informed of progress as the materials move out of department and to CHS and then from CHS to Provost office, then to President, and finally the Board of Regents</td>
</tr>
</tbody>
</table>

*Changes may be made to calendar. See the Provost website and CHS website for most recent updates.*
**Tentative Calendar**: Post Tenure Review (e.g. after 7 years at the rank of associate professor or professor and each 7 year period thereafter)

The purpose of this calendar is to assist all parties involved in the promotion process in understanding the steps and timeline for these steps. These steps and timeline may change based on CHS and university changes.

<table>
<thead>
<tr>
<th>Date</th>
<th>Who?</th>
<th>To/from?</th>
<th>What?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fall or spring (year prior)</td>
<td>Candidate</td>
<td>requests from a departmental colleague and/or CELT</td>
<td>A peer review of teaching. They work together to schedule the observation and review in the Fall or early in the next Spring semester.</td>
</tr>
<tr>
<td>First part of February through March (year prior)</td>
<td>Department Chair</td>
<td>Department Chair communicates with potential candidate at time of annual performance review</td>
<td>Department Chair begins to identify post tenure reviews needed</td>
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<tr>
<td>End of third week of November</td>
<td>Department Chair</td>
<td></td>
<td>AESHM Department Chair submits names of post tenure reviews to AESHM PTC</td>
</tr>
<tr>
<td>January and February</td>
<td>Candidate</td>
<td></td>
<td>Prepares materials for submission in March. Required documents are identified on the CHS website</td>
</tr>
<tr>
<td>End of first week in March</td>
<td>Candidate</td>
<td></td>
<td>Candidates for post-tenure review submit review materials to the Department Chair and AESHM PTC</td>
</tr>
<tr>
<td>February and March</td>
<td></td>
<td></td>
<td>Department Chair conducts annual performance evaluations for all faculty</td>
</tr>
<tr>
<td>End of third week in April</td>
<td>PTC</td>
<td></td>
<td>AESHM PTC post-tenure review candidates is due to the Department Chair</td>
</tr>
<tr>
<td>Beginning of second week in May</td>
<td>Department Chair</td>
<td></td>
<td>Department Chair reports results of post-tenure reviews to the candidate</td>
</tr>
</tbody>
</table>

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