

Governance Document

Department of Apparel, Events, and Hospitality Management
(AESHM)

Revision Approved by Electronic Vote of AESHM Faculty
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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's 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.

This Preamble section is not a binding part of the AESHM governance document.

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 Program**

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 Administrative Leadership Team (ALT) that includes:

1. Department Chair
2. Associate Chair for Undergraduate Academic Affairs
3. Associate Chair and Director of Graduate Education (DOGE)
4. DOGE from each of the three department programs
5. Program Director from each of the three department programs
6. Director of Student Services
7. AESHM Internship Coordinator
8. Director of Retail and Entrepreneurship Initiatives

B. **Department Chair**

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):

1. Evaluating faculty and staff, and making recommendations for promotion and tenure.
2. Hiring and assigning responsibilities to faculty and staff.

3. 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).
4. Sharing an overview of the budget during the first AESHM Faculty meeting in August
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

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.

Responsibilities of this position include (but are not restricted to):

1. Review course schedules with Lead Adviser.
2. Remind faculty of policies related to classroom instruction, and to document all communication from students.
3. Meet with individual faculty as needed to resolve problems related to undergraduate education.
4. Mentor faculty as needed as relates to undergraduate education.
5. Coordinate with AESHM Outcomes Assessment representative and Lead Adviser on development of reports related to outcomes assessment as well as annual course improvement.
6. Lead department activities related to university Program Review (next review is spring 2022).
7. Lead Hospitality Management Program activities related to Accreditation Commission for Programs in Hospitality Administration (next ACPHA review is spring 2022).
8. Coordinate with Lead Adviser on activities related to National Association of Schools of Art and Design (NASAD).
9. Evaluate Term faculty as part of Annual Review process.
10. Serve as member of AESHM Curriculum Committee.
11. Coordinate with advisers of undergraduate student organizations.
12. Advise the Department Chair on appointees to program, department, and college committees related to undergraduate education.
13. Work with website coordinator to maintain accurate information related to undergraduate education and activities.
14. Coordinate with Hospitality Management Program adviser on students designated for awards at industry-related events, such as annual Iowa Lodging Association reception/dinner.
15. Coordinate revisions to department Governance Document.
16. Assist with department administrative responsibilities as needed.
17. 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.
 - a. Provide guidance and mentorship to new graduate faculty.
2. Meetings. Meet with graduate faculty on a regular basis.
 - a. Work with the Chair to develop meeting agendas.
 - b. Chair graduate faculty meetings.
 - c. Assign responsibility for taking minutes of meetings.
 - d. Coordinate graduate curricular changes.
3. Graduate Handbook.
 - a. Update the AESHM Graduate Handbook as needed.
4. Recruitment.
 - a. Recruit graduate students.
 - b. Develop and maintain relationships and memoranda with foreign universities to enhance status and enrollment of top students in AESHM graduate programs.
 - c. Respond to inquiries about the graduate application process and programs (written, telephone, email).
 - d. Promote graduate program at conferences attended, through advertising, and student visits.
 - e. Develop and/or maintain a customer relationship program using CRM software.
 - f. Coordinate the review for admission of graduate students, make final decisions on admission status, and write decision letters to applicants.
5. Communication.
 - a. Work on maintaining current graduate program information, and stories related to the graduate program and students on the AESHM website.
 - b. Disseminate relevant information to CHS, graduate students, and faculty.
 - c. Assist in developing reports and other specific documents as determined by the Department Chair.
6. Graduate College.
 - a. Oversee submission of various applications to the Graduate College (e.g., Graduate Minority Assistantship Program, Graduate College Research and Teaching Award nominations).
 - b. Compile and report data from faculty and PhD students pertinent to the annual PhD progress report for the Graduate College.
7. Advising.
 - a. Advise new graduate students.
8. Scholarships.
 - a. Coordinate graduate scholarship applications.
9. Graduate Assistantships. 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.
10. Student Organizations. Serve as the adviser for the AMDGSA or GSAHM.
11. College of Human Sciences Service.
 - a. Serve on the CHS Graduate Scholarship Committee.
 - b. Serve on Research and Graduate Education Advisory Committee (RGEAC) for CHS.
12. University Service. Represent AESHM at University DOGE meetings.
13. Assist with administrative responsibilities as determined by the Department Chair.
14. Meet on a regular basis with the Department Chair so that open communication lines are maintained.
15. Oversee department committees, as assigned by Department Chair.

E. Directors of Graduate Education (DOGE)

DOGE of AMD/HSPM/EVENT programs is appointed by the Department Chair. DOGE of AMD/HSPM/EVENT 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 DOGE of AMD/HSPM/EVENT include (but are not restricted to):

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

F. Program Directors

Program Directors are appointed by the Department Chair. Program Directors have responsibilities to the Department Chair and to AESHM Department faculty, students, and staff. They serve as the primary undergraduate program director. The faculty members with this responsibility will have PRS reflective of these administrative duties. Responsibilities of Program Directors 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. Meetings. Meet with program faculty on a regular basis.
 - a. Work with the Department Chair to develop meeting agendas.
 - b. Chair program faculty meetings.
 - c. Assign responsibility for taking minutes of meetings.
5. Curriculum. Lead program faculty oversight of program curriculum.
 - a. Lead long-term program curriculum visioning, mapping, and/or review.
 - b. Review annually the following aspects of undergraduate program curriculum:
 - i. Professional development model and classes;
 - ii. Learning community;
 - iii. Internship program and placement results;
 - iv. Study abroad destinations and programming;
 - v. Field Study destinations and coordination (include relevant faculty); and,
 - vi. Work Experience.
 - c. Review all program of study changes with advising team prior to submission for curriculum vote.
 - d. Lead implementation any needed curricular changes. For changes impacting graduate courses and/or programs, coordinate with respective program DOGE or Assistant DOGE.
 - i. Keep abreast of various university, college, and department deadlines for implementation of various types of curricular changes (e.g. experimental classes, catalog changes to classes, program of study, or related language).
 - ii. Plan and lead program level discussion and voting. Coordinate further voting and implementation of these changes with the DOGE, Department Chair, and Chair of the Curriculum Committee.
 - e. Review all articulation agreements with community colleges before curriculum signature.
6. Long Term Teaching Schedule. Plan long term class schedule and teaching assignments for program faculty in coordination with Associate Chair for Undergraduate Academic Affairs and Associate Chair and Director of Graduate Education or Assistant Director of Graduate Education, as is appropriate to the program.
7. Executive Advisory Council. Chair the program's Executive Advisory Council.
8. Accreditation. Coordinate writing of undergraduate program review materials for respective program, such as, National Association of

- Schools of Art and Design (NASAD), Textiles and Apparel Programs Accreditation Commission (TAPAC).
9. Program Review. Collaborate with Associate Chair for Undergraduate Academic Affairs to gather program review undergraduate data.
 10. Student Awards and Scholarships.
 - a. Coordinate with respective program adviser on students designated for awards at industry-related events, such as annual Iowa Lodging Association reception/dinner.
 - b. Review annually program Undergraduate scholarship process and results;
 11. Recruitment and Retention. Review annually undergraduate program recruiting and retention process, goals, and outcomes;
 12. Organizations. Review annually undergraduate program club activities.

G. Director of Student Services

The Director of Student Services is appointed by the Department Chair. The Director of Student Services 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 Director of Student Services include (but are not restricted to):

1. Proofread advising/recruiting materials for their program as they are developed, revised, or modified.
2. Submit advisor change requests as needed for their students.
3. Approve changes to DARS form for program students
4. Approve “32 credit waiver” forms and course substitutions identified on the form for students in their major.
5. Approve use of transfer courses to meet program degree requirements
6. Meet with transfer students as needed to evaluate transfer courses, determine class schedules, and identify major and/or primary/secondary focus areas.
7. Sign off on “Declaration of Minor”, “Multiple Curriculum Approval”, “Independent Study” forms for students in their major.
8. Connect with community college staff to promote programs.
9. Develop and update transfer plans for community colleges and AESHM curricula.
10. Engage in recruiting activities (Exploring Iowa State, Daily Visits, Special Visit Programs, etc.)
11. Serve as member of AESHM Curriculum Committee.
12. Attend AESHM Department Meetings
13. Attend their specific program meetings.
14. Attend Employee Advisory Council meetings for their program.
15. Attend CHS Advising meetings
16. Attend CHS recruitment meetings (if designated).
17. Coordinate with CHS Student Services on undergraduate student issues or for petitions.
18. Supervise enrollment in restricted courses for their program.
19. Coordinate summer undergraduate orientation activities and responsibilities with fellow advisers.
20. Respond to inquiries about each program as needed

H. AESHM Internship Coordinator

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

1. Create and update Internship Program Guide
2. Create and update Student and Supervisor Agreement forms
3. Create and update Supervisor Evaluation forms
4. Develop and teach AESHM 111 Professional Development for AESHM (FALL and SPRING)
5. Develop and teach AESHM 311E and AESHM 311N Seminars on Careers and Internships (FALL and SPRING)
6. Develop and teach AESHM 470F, AESHM 470N, and HSPM 470 (FALL, SPRING, SUMMER)
7. Advise and mentor students seeking internships, navigating internship challenges, and preparing for career searches
8. Participate in statewide, national, and international professional outreach activities
9. Act as a liaison between the department, students, and employers
10. Connect employers with CHS Career Services and promote Fall and Spring Career Fairs
11. Create, update, and invite students to the AESHM Internship Fair Canvas Site each semester
12. Build partnerships with academic and industry organizations to guide the growth of the department internship program and support professional learning opportunities for students
13. Collect data and share insights with department leadership and faculty to ensure continuous improvement of student internship experiences
14. Review AESHM scholarship applications for the CHS Unpaid Internship Scholarship and scholarship applications for AESHM program areas
15. Serve as a member of the AESHM Curriculum Committee, CHS Recruitment Committee and other department, college, and university committees
16. Participate in AESHM Leadership Team meetings, AESHM Student Services meetings, and CHS Internship Coordinator meetings
17. Serve as chair for the Recruitment and Retention Committee and maintain AESHM Recruitment and Retention Calendar
18. Analyze Recruitment and Retention data to identify areas of opportunity for AESHM
19. Participate in Recruitment and Retention activities each semester
20. Approve internships and send reference numbers for registration

I. Director of Retail and Entrepreneurship Initiatives

1. The AESHM Director of Retail and Entrepreneurship Initiatives collaborates with the department chair and faculty to strategically lead the department of Apparel, Events, and Hospitality Management in entrepreneurial and retailing initiatives across all three academic programs.

2. The initiatives will be in alignment with the department's mission and vision, and guide the department's alignment with the missions and visions of Iowa State University and the College of Human Sciences.
3. The Director of Retail and Entrepreneurship Initiatives will also engage AESHM Department students and faculty in university level entrepreneurial and retailing initiatives and communicate opportunities for involvement.

J. Support Staff Responsibilities

The Department is staffed with several support staff to facilitate the work in the department.

1. Administrative Assistant

- a. Coordinate the Chair's calendar, including determining the necessity for meetings, collecting appropriate information and materials and briefing the Chair as necessary.
- b. Manages the Chair's and Department's numerous files related to meetings/committees, preparing facilities for meetings, preparing the Chair for meetings, initiating follow-up for meetings, and other commitments as needed.
- c. Coordinates internal and external functions, i.e., department meetings, retreats, alumni and advisory visitors.
- d. Researches and analyzes data to prepare reports for the Chair such as faculty load reports, faculty performance evaluation reports, scholarship reports, and other reports as requested from Chair and College and University administration.
- e. Gathers and analyzes data such as enrollment history, student credit hours, and budget model data regarding revenues/expenses, grant activity, FTE data for accreditation.
- f. Oversees special projects as assigned.
- g. Provides ongoing service to the department's executive advisory councils (EAC).
- h. Coordinates department visits of industry, alumni, and other stakeholders.
- i. Administration of the AESHM department as Office Manager.
- j. Supervises the department's main office student workers while encouraging a collaborative environment.
- k. Conducts annual performance reviews for staff and semester reviews of students directly supervised.
- l. Runs budgetary reports.
- m. Timekeeper/JM support for department in Workday.
- n. Forwards purchase requests to ISD.
- o. Processes key and card access requests.
- p. Submits FPM requests.
- q. Processes visitor parking passes for the department.

2. Student Services Specialist

I. Graduate Education Support

- a. Manage prospective graduate student application process using appropriate systems.
- b. Collaborate with the DOGES to write and send recommendation/denial letters for AESHM graduate programs.

- c. Collaborate with the Department Chair and DOGEs to manage graduate student assistantships, letters of intent, funds, scholarship, and/or tuition.
 - d. Communicate with Graduate College regarding updates to AESHM graduate programs.
 - e. Communicate with the Dean's office regarding CHS scholarships for AESHM graduate students.
 - f. Maintain and update graduate program documents, marketing items, graduate student listservs, and the AESHM Graduate Student Canvas site (e.g. handbook, webpages, print materials, and social media).
 - g. Support the Graduate Faculty in all three programs (e.g., record, send, and file minutes of Graduate Faculty meetings).
 - h. Provide support as needed to the department's graduate student organizations.
- II. AESHM Curricular Support
- a. Collaborate with the Associate Chairs and Program Directors to prepare and route authorization of course offering changes for all AESHM programs using Quali system.
 - b. Work with faculty and room scheduling on classroom scheduling/changes and notify staff of changes.
 - c. Prepare and maintain an ongoing record of course enrollments each semester to help forecast course demand and update instructors each semester using the ADIN system.
 - d. Partner with the AESHM Communication Team and AESHM Leadership Team to strategize the marketing of AESHM course offerings and undergraduate and graduate programs.
 - e. Analyze enrollment data and share with Department Chair, Associate Chairs, DOGEs.
 - f. Submit approved course and catalog edits to Registrar's Office through CIM/CIMX.
 - g. Submit course material requests to the bookstore each academic term.
 - h. Coordinate and distribute course evaluations each academic term.
 - i. Support the accreditation processes for department by obtaining and compiling necessary data in appropriate formats.
 - j. Chair the Undergraduate Scholarship Committee and work with CHS to allocate awards.
 - k. Provide backup support for key and FPM requests
3. **Student Office Assistants**
- a. Reception for the AESHM Main Office, e.g. greeting guests, answering the telephone, etc.
 - b. Processes AESHM room reservation requests for meetings.
 - c. Mail distribution to faculty and staff mailboxes in 6A MacKay and preparation of outgoing packages for shipping, and notification of any items that need to be picked up in the AESHM Main Office.
 - d. Organizes and hosts department events (AESHM Day, holiday parties, etc.).
 - e. Provides other administrative and departmental support as needed.

- f. Works on individual assigned projects, e.g. AESHM alumni and donor relations.

III. Voting Procedures

A. Eligibility

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, tenure-eligible and term faculty.

1. Visiting professors and affiliates at any rank are excluded from voting.
2. Only graduate faculty will vote on issues related to Graduate Education.
3. Only qualified tenured and tenure-eligible faculty vote on matters concerning promotion and tenure.
4. The Department Chair does not vote on matters of departmental policy and administration unless there is a tie vote.
5. 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 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. A faculty member may request that electronic ballots are used for any vote.
 - b. Electronic ballots can be used to vote on departmental issues via e-mail or using electronic polling software. Electronic 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.
 - c. 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 (Tenured, Tenure Track, and Term Faculty)

A. Hiring of Tenure Track Faculty

Faculty appointments are made as tenured/tenure eligible or as Term. 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. AESHM does have joint appointments (reference section 3.3.5 in the ISU Faculty Handbook).

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 Equity Advisor 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 Term Faculty

All five term faculty titles may be hired in AESHM (e.g. adjunct, affiliate, clinical, practice, and teaching). The decision to initiate a search for a term faculty member rests with the Department Chair. Appropriate departmental faculty or the full department faculty should be consulted in this decision. Minimum qualifications for term faculty is dependent upon title. A Master's degree is a minimal requirement for teaching faculty and a terminal degree in related field is a minimal requirement for research faculty (reference CHS Governance: available at <http://www.hs.iastate.edu/faculty-staff/governance/>).

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 Term.

The decision regarding the level at which to hire an individual (e.g. Lecturer, Assistant Teaching Professor, or Associate Teaching Professor) 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 and CHS policies.

V. The Position Responsibility Statement (PRS)

A. The 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. Changes of existing PRS should be finalized by the end of the semester in which the review is performed. The PRS for Term 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

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.

B. Mediation Guidelines to Handle Disagreements Related to the PRS

The procedure for handling disagreements related to the Position Responsibility Statement, as described in the *Faculty Handbook*, Section 3.4.4, will be followed. During the time of this mediation process, the existing signed and dated Position Responsibility Statement will remain in effect.

VI. Term Faculty Duties, Annual Evaluations, Renewal/Reappointment and Advancement

Term may include, but are not limited to, the titles of Lecturer, Assistant Teaching Professor, and Associate Teaching Professor.

A. Duties and Responsibilities

1. Term Faculty
 - a. All Term faculty share the same rights, privileges, and responsibilities of tenure-eligible faculty in normal departmental and college functions. The following term faculty titles will be available for use within the AESHM department, as defined and described in the ISU Faculty Handbook Section 3.3.2.2.
 - i. *Adjunct Faculty Title and Ranks: Adjunct Assistant Professor, Adjunct Associate Professor, Adjunct Professor.*
 - ii. *Affiliate Faculty: CHS defines affiliate faculty as described in 3.3.3.1 of the ISU Faculty Handbook.*
 - iii. *Clinical Faculty Title and Ranks: Clinical Assistant Professor, Clinical Associate Professor, and Clinical Professor.*

- iv. *Practice Faculty Title and Ranks: Assistant Professor of Practice, Associate Professor of Practice, Professor of Practice.*
 - v. *Research Faculty Title and Ranks: Research Assistant Professor, Research Associate Professor, Research Professor.*
 - vi. *Teaching Faculty Title and Ranks: Lecturer, Assistant Teaching Professor, Associate Teaching Professor and Teaching Professor.*
- b. Term faculty have a position responsibility statement, while P&S employees have a position description. All Term 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). Term faculty may not participate in promotion/tenure discussions for tenure-eligible faculty.
 - c. The department encourages Term 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).
 - d. As part of the academic staff in the department, Term faculty are expected to participate in curriculum review and development (except research term faculty).
 - e. ISU Appointment Policies and Procedures regarding Term 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/>.

B. Annual Performance Evaluation of Term Faculty

1. All Term faculty will be reviewed annually, following standard department practices for faculty reviews.
2. Term faculty will be reviewed using the "Faculty Annual Evaluation" form and a current curriculum vitae for the annual review.
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 Term faculty will be reviewed at least every six semesters of employment.
6. ISU Evaluation Policies regarding Term faculty are described in the Faculty Handbook, Chapter 5.4 Evaluation, Renewal, and Advancement

of Term Faculty 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/>.

7. Term faculty member evaluation should avoid conflict of interest and appearance of conflict of interest. Conflict of interest include conflicts arising out of personal relationships, family relationships, and those arising out of activities outside of work. (See Faculty Conduct Policy in section 7.2.2.1 in ISU Faculty Handbook.)

C. Term Faculty Renewal/Reappointment Review

An appointment renewal review will be conducted by the Term Faculty Development Committee (TFDC) along with the Director of Undergraduate Academic Affairs. In consideration of the needs of the department, the committee will review the term faculty member's performance evaluations along with a summary prepared by the individual of successful contributions to the department in the areas of teaching/research/practice, scholarship, and/or service as it relates to their PRS. The committee will make a recommendation on renewal to the department chair.

D. Advancement of Term Faculty

1. Consistent with the CHS Governance Document, term faculty appointments at the assistant rank (adjunct, clinical, teaching, research, and practice) are eligible for promotion to the associate level after 5 years of employment (reviewed in the sixth year, with title change in the seventh year) as faculty member at ISU, or equivalent experience.
 - a. Advancement from Assistant to Associate level:
Within the dossier submitted to the AESHM Promotion and Tenure Committee for advancement to associate professor, the individual should demonstrate a successful record in teaching/research/practice, and potential for further contributions in the field as well as service, leadership, and professional development.
 - b. Advancement from Associate to Professor level:
The dossier prepared for advancement to the level of professor should include evidence of leadership in their role at the university, a record of mentoring junior term faculty, evidence of effective innovations in teaching/research/practice, and documentation of a consistent record of sharing the outcomes of their position in the department and university. There is no defined time-line for term faculty advancement from associate professor to the professor level.

Promotion evaluations will be based on the Position Responsibility Statement effective during the period of evaluation for the term faculty member being considered. A negative recommendation on a promotion request need not translate into termination of employment.

2. Materials required for submission can be found on the CHS and/or Provost websites (<https://www.hs.iastate.edu/facultystaff/governance/> <https://www.provost.iastate.edu/faculty-and-staff->

[resources/advancement](#):). 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.

VII. Professional and Scientific

A. Professional and Scientific (P&S) Term Appointments

1. ISU Policies regarding P & S Term appointments are described in the Faculty Handbook, Chapter 3.3.3.2 Professional and Scientific (P&S) Term 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/>.
2. P&S employees will be reviewed using the College of Human Sciences P&S Performance Evaluation Form.

VIII. Chair Review and Term Renewal

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 electronic ballot will be reviewed by the faculty committee with the Department Chair and the Dean, and reported to the faculty.

IX. 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/>.

The following AESHM document has six parts and defines:

1. Annual Tenured and Tenure-Track Faculty Performance Evaluation Procedures
2. Faculty Preliminary (Third Year) Review Procedures
3. Faculty Promotion and Tenure Review Procedures
4. Faculty Post-Tenure Review Procedures
5. Amendment Process
6. Calendars

B. 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 by January 31, including:
 - i. A completed Faculty Annual Evaluation Form (see Appendix C)
 - ii. An updated full vita

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

5. Action Plan In the case of an unsatisfactory annual evaluation, the department chair, with the input of the faculty member, will develop an action plan to guide improved performance in accordance with the faculty member's position responsibility statement. The action plan must include the following elements:

1. list of action items to be accomplished that are detailed, clear, and aligned with a timeline;
2. specified date for a mid-term evaluation; and
3. description of consequences if the action items are not completed by the designated timeline. If agreement on the proposed action plan cannot be reached, the action plan will be negotiated following the procedures outlined for PRS mediation (FH Section 3.4.4).

C. Faculty Preliminary (Third Year) Review (See Calendar Appendix F)

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.

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

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 Term faculty member is going up for promotion, a term faculty member at the rank sought (or higher) 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 Term PTC member will only vote on Term candidate promotions. A separate meeting will be held with the four member PTC and all Term faculty holding rank at or above the rank sought to discuss the candidate and vote on promotion. A

letter regarding promotion recommendation will be prepared by the PTC and submitted to the Department Chair.

- e. Selection of PTC members should avoid conflict of interest and appearance of conflict of interest. Members should recuse themselves for the entire process if there is a conflict of interest or appearance of conflict of interest.

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.

E. Responsibilities of the Chair of the AESHM Department (Tenure Review)

- 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 letters 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. PTC letters should be forwarded to the Chair by the internal deadline (i.e., two weeks prior to the deadline determined by the college). Chair and PTC letters are forwarded by the Chair to the Dean’s Office of the College of Human Sciences by the deadline determined by the College. Please refer to the link of CHS staff and faculty ->resources->policies and forms->Tenure for the updated deadline by the College (<https://hs.iastate.edu/staff-and-faculty/resources/policies-and-forms/>).
 - 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.

F. 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 meeting 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 letter. Tenured faculty who are not members of the AESHM PTC will not participate in the development of the written letter for those being considered for associate. All professors will be involved in the letter 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 electronic 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 electronic ballot on all reappointment, promotion, and tenure recommendations. Voting is limited to faculty with a minimum of 50% FTE appointment in the department. 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 electronic 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 letter 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 letter. Tenured faculty who are not members of the AESHM PTC will not participate in the development of the written letter. The person writing each letter 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 letter, the member writing the letter will be randomly selected.

For candidates being evaluated for promotion to professor, the PTC Chair prepares a letter 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 letter. The letter 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 letter will include separate vote tallies for members of the AESHM PTC and tenured

faculty in AESHM. All PTC members sign the letter, which will be forwarded to the Chair by October 15.

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

The letter 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 letter 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

G. 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. Each candidate's materials will be submitted electronically to a department representative.

Factual Information includes the following items: Advising, Teaching, Publications, Invited Talks, Funding, Citations, H-indexes, AAU-Caliber Awards, and Technology transfer activity, which is indicated in Factual Information Summary for Promotion and Tenure. It is subject to change, thus refer to the most current version of Factual Information Summary for Promotion and Tenure available at: <https://www.provost.iastate.edu/faculty-and-staff-resources/advancement>.

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

H. Faculty Post-Tenure Review Procedures (See Calendar Appendix F)

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 copies 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, considering 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. **Scholarly Activity**
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, juried exhibitions, 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*).

I. Responsibilities of the Chair of the AESHM Department (Post-Tenure Review)

Once the departmental committee completes its review of a faculty member, it submits its letter to the department chair, who will review the letter 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 letter) to the dean by the deadline 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.

J. 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.).

K. 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.

L. 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.

X. Department Committees/Special Assignments/Executive Advisory Councils

A. Committee Governance

Each associate chair will provide oversight to several of the AESHM Committees. Our Associate chairs will not chair committees, which will allow leadership opportunities for our AESHM faculty. Providing oversight means providing guidance, answering questions, ensuring committing ad meeting, and acting in accordance with the AESHM Governance Document and Strategic Plan. Each committee will provide an end of semester at the end of April and November and will provide updates at the last AESHM Faculty meetings of each semester.

Department Chair
Administrative Leadership Team (ALT)
Budget Advisory Committee

Associate Chair of Undergraduate Academic Affairs	DOGE and Associate Chair
Curriculum Committee	Computer Advisory Committee (CAC)
Governance Document Committee	Graduate Recruitment and Review Committee*
Undergraduate Scholarship Committee	Honors and Awards Committee
Textiles and Clothing Museum (TCM) Collections Committee*	Promotion and Tenure Committee*
AESHM Recruitment and Retention Committee	Outcomes Assessment Committee
Social Justice Committee	Term Faculty Development Committee (TFDC)
Strategic Planning Committee	Social Committee
*Chairs of these committees are appointed by the department chair.	

1. Committee Chair Responsibilities: Committee chairs are responsible for holding regular committee meetings, developing meeting agendas, leading meetings, seeing that meeting minutes are recorded and shared with committee members, overseeing work of committee members, keeping assigned Associate Chair abreast of the committee's progress, annually reporting the committee's work at an AESHM faculty meeting, working with a Chair-Elect to take over as committee chair at the end of their term, and maintaining committee records including but not limited to meeting agendas, minutes, and other documents produced.
2. Chair-Elect: Each committee should vote to determine a Chair-Elect one year before the current chair's term ends, unless otherwise indicated for a specific committee below.
3. Membership: Committee membership is for a three-year term, unless otherwise indicated for a specific committee below. Terms should be staggered to ensure continuity of the committee's work.

B. AESHM Department Committees

1. Administrative Leadership Team (ALT)
 - a. Committee Chair: Department Chair
 - b. Committee Membership:
Chair, Associate Chair and Director of Graduate Education (DOGE), DOGE for Apparel, Merchandising, and Design Program, DOGE for Event Management Program, DOGE for Hospitality Management Program, Associate Chair for Undergraduate Academic Affairs, Program Director for Apparel, Merchandising, and Design Program, Program Director for Event Management Program, Program Director for Hospitality Management Program,

Advising Coordinator, Internship Coordinator, Director of Retail and Entrepreneurship Initiatives. Appointment and responsibilities of individual committee members determined as outlined in Section II in this document.

- c. 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. Budget Advisory Committee
 - a. Committee Membership (8 total):
 - i. Program director from each program within AESHM (3)
 - ii. Three additional faculty or staff members who are elected by their respective program areas (i.e. one from AMD, one from EVENT, and one from HSPM) (3)
 - iii. Adviser Representative (1) in addition to the above-mentioned makeup
 - iv. Director of Graduate Education or Associate Director of Graduate Education (1)
 - b. Committee Responsibilities
 - i. Meet at least once a semester to review department financials
 - ii. Review procedures/processes for sharing information with department faculty/staff
 - iii. Provide recommendations to Chair on department budget priorities
 3. Committee on the Advancement of Student Technology for Learning Enhancement (CASTLE)
 - a. Committee membership and term of service:
 - i. One undergraduate or graduate student from each academic program, including one student who represents the department on the CHS CAC. Student members are appointed as voting members for 1-year terms.
 - ii. One faculty member from each academic program, including one committee chair who represents the department on CHS CAC. Faculty members are appointed as voting members for three-year staggered terms.
 - iii. There should be equal numbers of voting student and faculty committee members
 - iv. One administrative staff member serves as ex-officio, non-voting member.
 - b. Committee Responsibilities
 - i. Review, evaluate, and recommend proposals from the AESHM faculty for CHS CAC consideration.
 - ii. Prepare departmental reporting of expenditures of CAC funds.

- iii. Address the broad issues of information technology and computing within the college, including online and distance education.
 - iv. Discuss issues related to management for computer labs, provision of technical support within the department, and general policies related to computing needs for instruction, research and outreach, not only those related to student instruction.
4. 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
5. Curriculum Committee
- a. Committee Chair Responsibilities:
 - i. Keep abreast of various university, college, and department deadlines for implementation of various types of curricular changes (e.g. experimental classes, catalog changes to classes, program of study, or related language).
 - ii. Plan and lead department and committee level discussion, balloting, and voting.
 - iii. Coordinate implementation of these changes through timely submission to appropriate ISU systems.
 - iv. Oversees the file of syllabi for each program course offering that includes catalog description, course objectives and course outline.
 - b. Committee Membership:
Associate Chair for Undergraduate Affairs, Advising Coordinator, program directors, one faculty, one undergraduate student, and one graduate student representative from each program.
Membership is a 3-year term for program faculty representatives and one year for program student representatives. The memberships are renewable without hiatus.
 - c. Committee Responsibilities
 - i. Reviews and votes on curricular changes brought forward by Program Directors and Director of Graduate Education.
 - ii. Assesses impact on curriculum of catalog changes proposed by other departments and initiates objections as directed by majority vote of faculty.
 - iii. Identifies and reviews study abroad/international programs.”
 - iv. Designs and recommends policy for enrollment in undergraduate courses and other advising issues.
 - v. Reviews AESHM and program policies for undergraduate, graduate, and faculty interactions.
 - d. 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. Executive Advisory Council 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 executive advisory council members
 - ii. Plan local arrangements and conduct any formal meeting evaluations
 - iii. Write minutes, maintain records and files
 - iv. Maintain partnerships with alumni
- 7. 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.
8. 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
 - ii. 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
9. Graduate Recruitment and Review Committee
- a. Committee Membership:
Associate Chair and Director of Graduate Education (DOGE), DOGEs from AMD, EVENT, and HSPM 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.
10. 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
11. 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
 - iii. Duration of membership:
 - iv. Faculty members serve a two-year term, and may be re-elected
 - v. These terms will be staggered to ensure continuity of the committee
 - vi. Membership will be on a volunteer basis; however, in the event that no volunteers come forward, membership will be appointed by the Department Chair
 - b. Committee Responsibilities
 - vii. Meet as needed to discuss outcomes assessment needs as facilitated by the CHS Outcomes Assessment Committee
 - viii. Make recommendations to the CHS Outcomes Assessment committee
 - ix. Coordinate Outcome Assessment artifact/data collection within AESHM as instructed by CHS Outcomes Assessment committee
 - x. Assist in the development of the final AESHM report due to the CHS Outcomes Assessment committee chair in July of each year
12. 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
13. Term Faculty Development Committee (TFDC)
- a. Committee Membership:
 - i. Two term faculty members at the associate level or above
 - ii. Director of Undergraduate Academic Affairs
 - b. Duration of membership:
 - i. Faculty members serve a two-year term, and may be re-elected after a two-year hiatus.
 - ii. These terms will be staggered to ensure continuity of the committee.
 - c. Committee Responsibilities
 - i. Conduct peer review of teaching for renewal and reappointment of candidate
 - ii. Review faculty for renewal and reappointment
 - iii. Review, revise, and update the department term faculty governance materials so that they are current and in agreement with university and college documents
14. Textiles and Clothing Museum (TCM) Collections Committee
- a. Committee Membership
 - i. Chair (Director and Chief Curator of the Textiles and Clothing Museum)
 - ii. One AMD faculty member with design/product development focus
 - iii. One AMD faculty member with merchandising/retail focus
 - iv. One AMD faculty member with textile science focus
 - v. One Hospitality Management faculty member
 - vi. One Events faculty member
 - vii. Graduate students occupying the Agatha Huepenbecker Burnett endowed graduate assistantship
 - viii. One undergraduate student in AMD
 - b. Committee Responsibilities
 - i. The committee will serve as an advisory role in the following areas:
 - ii. mission, vision, and values
 - iii. object accession and deaccession decisions
 - iv. use of collection in curriculum
 - v. use of facilities in curriculum
 - vi. exhibitions and galleries
 - vii. outreach, collaborations, and programming
 - viii. media work
 - ix. scholarship
15. 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

C. 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. AESHM Cherry Pies Club Managers Association of America
 - b. Eta Sigma Delta
 - c. Graduate Student Association of Hospitality Management
 - d. Hospitality Management Club
 - e. National Society of Minorities in Hospitality
 - ii. Event Management
 - a. Eta Sigma Delta
 - b. Event Management Club
 - c. Professional Convention Management Association
 - iii. Apparel, Merchandising, and Design
 - a. AMD Graduate Student Association
 - b. National Retail Federation
 - c. MODA
 - d. The Fashion Show
 - e. Trend
 - 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. Liaison for Student Accommodations
The AESHM Department Accessibility Liaison is appointed by the Department Chair. Responsibilities of the Accessibility Liaison include the following:
 - a. Coordinate and assist in the delivery of reasonable accommodations for students.
 - b. Attend University Accessibility 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 Accessibility Resources staff regarding accommodations requests and related topics.
- 7. 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.

8. Executive Advisory Councils

Three executive advisory councils exist within the department: Hospitality Management Executive Advisory Council; Event Management Executive Advisory Council; Apparel, Merchandising, and Design Executive Advisory Council; and the Textiles and Clothing Museum Council. These advisory councils provide each program with the knowledge and support necessary to ensure its continued success in an ever-changing field. The Councils provide a partnership with those working in the profession and help strengthen the understanding of the profession. Council 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 Executive Advisory Councils is determined by program faculty, with consultation of the chair. Members of the Executive Advisory Council provide feedback on strategic issues, cutting edge information and technology, and the perception others may have of the department. The Executive Advisory Council 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 Executive Advisory Council shall be renewable 3-year terms. These are not paid positions.

XI. **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 HSPM 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.
4. Seek and obtain prior approval of the Department Chair and Dean by initiating a Participation Agreement Form available at http://www.provost.iastate.edu/sites/default/files/uploads/academic%20programs/policies/Visiting%20Scholar%20Participation%20Agreement_Dec%202016.pdf

D. Administration

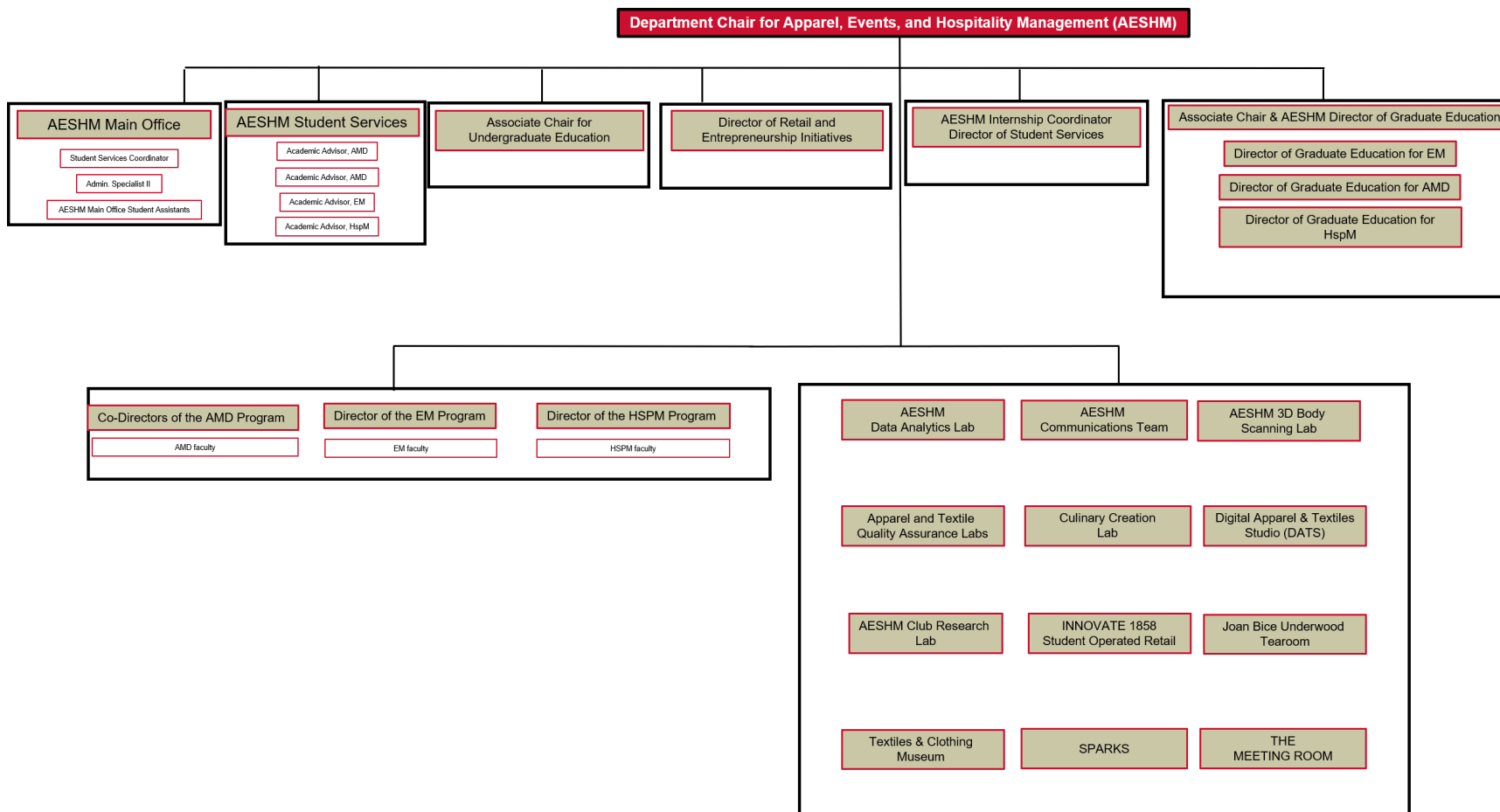
Visiting scholar(s) will be given an orientation to the department, faculty, and university facilities by a departmental representative. In addition, the scholar(s) will have access to various courses, as well as departmental facilities. Visiting

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.

APPENDIX A: ORGANIZATION CHART



APPENDIX B:
PROFESSIONAL & SCIENTIFIC PERFORMANCE EVALUATION

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

Employee

- I. 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.
- II. 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.
- III. Locate Position Description (PD), review and note possible proposed 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.
- IV. 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.
- V. 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.
- VI. Sign and date the Human Resources P&S Performance Appraisal Confirmation Form.

Name: Click or tap here to enter text. **Evaluation Period:** Click or tap here to enter text.

SECTION 1 - POSITION DESCRIPTION (PD) (to be completed by employee)

PD reviewed on: Click or tap to enter a date.

PD needs update: 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

Job Knowledge and Skills a. Fulfills job duties effectively, as specified in current PD b. Acquires and demonstrates skills and knowledge needed to perform responsibilities c. Manages Time and resources effectively	Choose an item.	Supervisor
	Choose an item.	Employee
Quality Service a. Listens carefully and responds appropriately to requests and problems b. Performs with accuracy, thoroughness, and effectiveness	Choose an item.	Supervisor
	Choose an item.	Employee
Respect and Community I. Supports unit and university goals and priorities II. Establishes and maintains respectful and cooperative working relationships III. Demonstrates respect for a positive, diverse work environment	Choose an item.	Supervisor
	Choose an item.	Employee
Learning, Leadership, and Development XII. Looks for and makes continuous improvements XIII. Demonstrates initiative and takes on leadership roles XIV. Seeks and participates in learning development activities XV. Constructively uses feedback from multiple sources	Choose an item.	Supervisor
	Choose an item.	Employee
Communication II. Is respectful and courteous when communicating with others III. Communicates ideas, knowledge, questions, and needs clearly and effectively IV. Listens well and offers constructive feedback when appropriate V. Resolves conflict in an appropriate manner	Choose an item.	Supervisor
	Choose an item.	Employee
	Choose an item.	Supervisor

Additional Competencies Suggested by Supervisor or Employee <ul style="list-style-type: none"> Click or tap here to enter text. 	Choose an item.	Employee
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SECTION 3 – PERFORMANCE REFLECTIONS (to be completed by the 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.)

Employee	<i>Enter employee response.</i>
Supervisor	<i>Enter supervisor response.</i>

2. Describe the personal strengths brought to this position.

Employee	<i>Enter employee response.</i>
Supervisor	<i>Enter supervisor response.</i>

3. What were the most significant job related accomplishments this year?

Employee	<i>Enter employee response.</i>
Supervisor	<i>Enter supervisor response.</i>

4. What challenges were encountered this year?

Employee	<i>Enter employee response.</i>
Supervisor	<i>Enter supervisor response.</i>

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

Employee	<i>Enter employee response.</i>
Supervisor	<i>Enter supervisor response.</i>

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

Employee	<i>Enter employee response.</i>
Supervisor	<i>Enter supervisor response.</i>

7. Review your goals from your last performance evaluation. Describe the extent to which you have met those goals.

Employee	<i>Enter employee response.</i>
Supervisor	<i>Enter supervisor response.</i>

8. Describe your efforts/training/development related to diversity, equity and inclusion as described in the [Strategic Plan, Goal 4.](#)

Employee	<i>Enter employee response.</i>
Supervisor	<i>Enter supervisor response.</i>

9. Other

Employee	<i>Enter employee response.</i>
Supervisor	<i>Enter supervisor response.</i>

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

1. Describe measurable goals planned for the upcoming year.

Employee	<i>Enter employee response.</i>
Supervisor	<i>Enter supervisor response.</i>

2. Describe measurable long-term goals planned for the next 3 to 5 years.

Employee	<i>Enter employee response.</i>
Supervisor	<i>Enter supervisor response.</i>

3. Suggest professional development opportunities and/or tools that would help achieve these goals for the upcoming year.

Employee	<i>Enter employee response.</i>
Supervisor	<i>Enter supervisor response.</i>

SECTION 5 – OVERALL RATING (to be completed by the supervisor only)

Overall Rating	Choose an item.
Comments	<i>Enter supervisor comments.</i>

SECTION 6 – EMPLOYEE RESPONSE TO EVALUATION (optional)

Comments	<i>Enter employee comments.</i>
----------	---------------------------------

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

2. file a formal grievance, additional information regarding this policy can be found at <http://policy.iastate.edu/policy/dispute/> or
3. 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.

P&S PERFORMANCE APPRAISAL CONFIRMATION FORM

Performance evaluation for:

Employee Name: Click or tap here to enter text.
University ID: Click or tap here to enter text.
Supervisor Name: Click or tap here to enter text.
University ID: Click or tap here to enter text.

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, <http://www.policy.iastate.edu/policy/ps/perf/management/>

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.

Supervisor: Mark the statement below that correlates with employee's annual performance evaluation rating.

- Meets or exceeds expectations
- Does not meet expectations

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

Date performance conference conducted: _____

Signature:

Employee: _____ Date: _____

Supervisor: _____ Date: _____

**APPENDIX C:
TENURED, TENURE-TRACK, AND TERM FACULTY PERFORMANCE EVALUATION**

**Department of Apparel, Events, and Hospitality Management
College of Human Sciences
Iowa State University**

**Faculty Annual Evaluation
January 1st – December 31st of the Year**

Overview of Accomplishments

Discuss what accomplishments you are most proud of for this past year and why.

Honors, Awards, and Recognitions

Title of Award	Name of Awarding Organization	# of Awards Given by the Organization e.g. 1 of 5

Teaching: ___% on PRS

Provide a brief overview statement of your teaching philosophy and foci in relation to courses taught, curricular development and/or pedagogical strategies in 2018 (150 words or less).

Courses Taught

Spring 2018 Courses

Description of Courses					Student Evaluations			
					Overall Effectiveness of Instructor (question 2.1)		Course Overall Advanced Learning (question 2.6)	
Course #	Course Title	Cr. Hours	# Enrolled	n (N)	Instructor's Mean	Dept. Mean	Instructor's Mean	Dept. Mean

Summer 2018 Courses

Description of Courses					Student Evaluations			
					Overall Effectiveness of Instructor (question 2.1)		Course Overall Advanced Learning (question 2.6)	
Course #	Course Title	Cr. Hours	# Enrolled	n (N)	Instructor's Mean	Dept. Mean	Instructor's Mean	Dept. Mean

Fall 2018 Courses

Description of Courses					Student Evaluations			
					Overall Effectiveness of Instructor (question 2.1)		Course Overall Advanced Learning (question 2.6)	
Course #	Course Title	Cr. Hours	# Enrolled	n (N)	Instructor's Mean	Dept. Mean	Instructor's Mean	Dept. Mean

List Innovative Instructional Materials or Processes Developed and Implemented in 2018

Course #	Course Title	Description of Materials or Processes

Graduate Student Advising and Mentoring

Name of Student	Status – e.g. POSC Completed, Prelims Passed, Presented Dissertation Proposal, Defended Dissertation, Other	Mentoring Activities – e.g. Preparing Future Faculty (PFF), Graduate College Emerging Leaders, research projects, other

Scholarship Activities: __% of PRS

9. Provide a brief overview statement of your 2018 scholarly focus (150 words or less).

Publications

*Note if the scholarly is the result of graduate student collaboration – place an asterisk by the student’s or students’ name(s). Place and **X** under the appropriate column (Refereed Journal Article, Book, Book Chapter, or Technical Report).

Citation for Publication (include journal ranking if applicable)	Refereed Journal Article	Book	Book Chapter	Technical Report

In-Press or Under Review Publications

*Note if the scholarly is the result of graduate student collaboration – place an asterisk by the student’s or students’ name(s). Place and **X** under the appropriate column (In-Press or Under Review and Refereed Journal Article, Book, Book Chapter or Technical Report).

Citation for Publication (include journal ranking if applicable)	In-Press	Under Review	Refereed Journal Article	Book	Book Chapter	Technical Report

Creative Scholarship

*Note if the scholarly is the result of graduate student collaboration – place an asterisk by the student’s or students’ name(s). Place and **X** under the appropriate column (Juried Exhibition or Invited Exhibition).

Citation for Work (ISU Method of Citation)	Juried Exhibition	Invited Exhibition

Creative Scholarship Accepted or Invited

*Note if the scholarly is the result of graduate student collaboration – place an asterisk by the student’s or students’ name(s). Place and **X** under the appropriate column (Juried Exhibition or Invited Exhibition).

	Citation for Work (ISU Method of Citation)	Juried Exhibition	Invited Exhibition	Date of the Exhibit

Curated Exhibitions

*Note if the scholarly is the result of graduate student collaboration – place an asterisk by the student’s or students’ name(s).

Citation for Exhibition	Estimated Hours of Research (Background and Collection of New Data)	Estimated Hours of Installation and De- Installation	Number of Attendees	Types of Marketing and Media Coverage of the Exhibit

Proceedings/Presentations

*Note if the scholarly is the result of graduate student collaboration – place an asterisk by the student’s or students’ name(s). Place and **X** under the appropriate column (Refereed, Invited, Oral or Poster).

Citation for Proceeding/Presentation	Refereed	Invited	Oral	Poster

Accepted Proceedings/Presentations

*Note if the scholarly is the result of graduate student collaboration – place an asterisk by the student’s or students’ name(s). Place and **X** under the appropriate column (Refereed, Invited, Oral or Poster).

Citation for Proceeding/Presentation	Month and Date to Be Given	Refereed	Invited	Oral	Poster

Funding and Gifts In-Kind

10. Provide a brief overview statement of your 2018 grant and development (fundraising) activities (150 words or less). Note if grant writing and management is a part of your PRS.

New Grant Proposals Submitted for 2018

Is grant writing part of your PRS? If yes, what ___%?

Title of Grant Proposal	Your Responsibility	Co-PIs	Internal \$Funded	External \$Funded	Teaching \$Funded	Scholarship (Research or Creative Scholarship) \$Funded	Other (Denote) \$Funded	\$ Amount Requested not Funded
Total			0.00	0.00	0.00	0.00	0.00	0.00

Continuing Grant Projects for 2018

Place and **X** under the appropriate column (Internal or External *and* Teaching, or Scholarship).

Title of Grant Proposal	Your Responsibility	Co-PIs	Internal	External	Teaching	Scholarship (Research or Creative Scholarship)	\$ Funded	Current Status of the Grant and Milestones Met
Total							0.00	

List In-Kind Contributions of Equipment, and/or Supplies for Teaching or Scholarly Activities in 2018

Place and **X** under the appropriate column (Teaching, or Scholarship).

Description of Contribution	Your Responsibility in Obtaining the Contribution	Other Contributors	Teaching	Scholarship (Research or Creative Scholarship)	\$ Value of Contribution
Total					0.00

Professional Service: ___% on PRS

Place and **X** under the appropriate column (State, Regional, National or International).

Description of Service Activity (highlight leadership responsibilities – e.g. chair of committee)	State	Regional	National	International	Impact (e.g. number in audience and/or describe outcomes of the work)

Institutional Service: ___% on PRS

Place and **X** under the appropriate column (Department, College, or University).

Description of Service Activity (highlight leadership responsibilities – e.g. chair of committee)	Department	College	University	Impact (e.g. number in audience and/or describe outcomes of the work)

Administrative Activities: ___ % on PRS

Those with administrative responsibilities in the department, as identified on your PRS, please list any 2018 goals within that role or for the program and/or stakeholders you serve. This is not the list of responsibilities in the AESHM Governance Document.

List the 2018 Goals of Your Administrative Position	Status (completed / not completed)	Challenges Completing the Goal	Impact and Outcomes

Undergraduate Advising: ___% on PRS

Number of Undergraduate Advisees		
Spring 2018	Summer 2018	Fall 2018

List Undergraduate Advising and Mentoring Activities	Impact and Outcomes

Extension: ___% on PRS

The Extension section is mainly for those with an Extension appointment listed on their PRS; however, some individuals may have contributed to outreach and engagement activities (different than what is listed under Professional Service).

Presentations, Workshops, or Guest Lectures Given

Title	# in Audience	Impact

Extension Publications, Audiovisuals, In-service Education

Title	Impact

Consulting Activities

Description of Consulting Activity	Impact

Recruitment/Outreach Activities

Description of Recruitment/Outreach Activity	Impact

Other Activities as Related to Your PRS not described above

Highlight any activities related to enhance diversity, equity, and inclusion as this is in alignment with P&S staff evaluations, the university's Principles of Community (<https://www.diversity.iastate.edu/connect/principles>) and the AESHM Collegiality statement.

For those of you in Hospitality Management, denote any recruitment activities to align with faculty vote on February 8, 2018 to require faculty involvement in 2 recruitment activities.

List Activity	Level (Program, Dept. College, University or Professional)	Impact

Professional Development Activities

Date Attended	List Conference, Workshop, Industry Experience or Other Professional Development Activities	Title if Applicable

Strategic Goal Setting

Reference the ISU, CHS, and/or AESHM Strategic Plans, Mission or Vision as appropriate.

2018 Goals and Progress

Description of Goal	Status (completed / not completed)	Challenges Completing the Goal	Future Strategies for Completing the Goal if Applicable

2019 Goals

List goals/plans for the next academic year (including professional development goals); indicate what support is needed to help you achieve these goals in relation to the ISU, CHS, and/or AESHM Strategic Plans. Denote any activities related to diversity, equity, and inclusion as this is in alignment with P&S staff evaluations, the university's Principles of Community (<https://www.diversity.iastate.edu/connect/principles>) and the AESHM Collegiality statement.

AESHM Collegiality Statement

The Department of Apparel, Events, and Hospitality Management is committed to sustaining a collegial, positive, and productive environment for scholarship, learning, institutional service, and outreach for each individual and for the collective benefit of all. Faculty are expected to conduct themselves in a manner that contributes constructively to the department's mission and reputation. In addition, faculty are expected to work to maintain a positive workplace that emphasizes respect for the opinions of others and is free from forms of misconduct, as enumerated in Chapter 7 of the ISU Faculty Handbook.

Description of Goal	Relation to the ISU, CHS, and/or AESHM Strategic Plans (Identify specific section of these plans and documents when appropriate)	Support Needed to Complete the Goal	How Goal Completion will be Measured

Administrative Goals

Those with an Administrative appointment in AESHM, list 3 to 5 programmatic goals or goals related to your role.

Description of Goal	Relation to the ISU, CHS, and/or AESHM Strategic Plans (Identify specific section of these plans and documents when appropriate)	Support Needed to Complete the Goal	How Goal Completion will be Measured

Any additional comments, issues, etc.



APPENDIX D:
Peer Teaching Evaluation Form

**Department of Apparel, Events, and Hospitality Management
Peer Teaching Evaluation Form**

Instructor Name: _____ Course Evaluated _____
 Date(s) & _____
 Time of _____
 Observation _____
 Evaluator: _____
 Lecture/Lab/Studio _____
 Duration _____

	Superior	Excellent	Meets Expectations	Needs Improve-ment	Unsatisfactory	NA/ NO
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IV. The Current Course Syllabi

The course syllabus is update and well organized for readability and student understanding	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The course syllabus meets the department, college and university standards	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Comments:

	Superior	Excellent	Meets Expectations	Needs Improve-ment	Unsatisfactory	NA/ NO
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V. Quality of Presentation (based on classroom/studio/ lab observation)

The class period was well organized	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The instructor seemed engaged with students	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The level of presentation seemed appropriate for students	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Teaching method(s) used seemed appropriate for the situation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Teaching materials used seemed appropriate and effective	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Content was explained clearly	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Class time was used effectively	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Instructor's discussion questions were thought-provoking and clearly phrased	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
A positive learning environment was established and maintained	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The instructor reinforces key concepts of the day	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The instructor demonstrates respect to the diversity of students in the classroom	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Comments:

	Superior	Excellent	Meets Expectations	Needs Improve-ment	Unsatisfactory	NA/ NO
VI. Subject Matter Competence (based on review of course materials provided)						
Content is accurate and up-to-date information for the industry or business	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Content is presented in a logical sequence	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Teaching materials used (tests, handouts, AV media, PowerPoints, etc.) are consistent with course goals	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Assignments and other evaluation techniques seem appropriate	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Comments:

	Superior	Excellent	Meets Expectations	Needs Improve-ment	Unsatisfactory	NA/ NO
VII. Human Relations (based on classroom and/or out-of-class observation of instructor/student interaction)						
The instructor treats students with respect	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The instructor responds to student questions with respect	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The instructor seems approachable	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The instructor gives positive feedback, when appropriate	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The instructor is patient and tolerant, including diverse points of view	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

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

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

Date _____ Signature of Department Chair _____

Candidate _____ Department _____

Promotion Tenure

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: Term Faculty Promotion**
(e.g. Lecturer to Assistant Teaching 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.

Date	Who?	To/from?	What?
Fall Semester	Candidate	Request from a department colleague and/or CELT	A peer review of teaching. Candidate and reviewer work together to schedule the observation and review in the Fall
November 1	AESHM Dept. Chair	PTC	AESHM Department Chair submits names of candidates for Term promotion to AESHM PTC
Late Fall semester	Faculty	PTC	Elect a qualified Term faculty member to the PTC committee
Dec. 1	Candidate	PTC	Submits required materials to the AESHM administrative designee
Dec/Jan	PTC	AESHM Dept. Chair	PTC with Term faculty members review the candidate's materials
Feb 1	AESHM Dept. Chair		Materials sent to the Dean for review
**	CHS Dean		Materials sent to Provost for review
**	CHS Dean		Notification of promotional decision is received

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

** Once materials leave the AESHM Department, the timeline 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.

Date	Who?	To/From?	What?
Fall of 3 rd year (or sooner)	Candidate		Begins to prepare materials (Tab 1 and Tab 2) for 3 rd 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 3 rd year review materials are submitted.
Fall of 3 rd year (or sooner)	Candidate	from a tenured AESHM faculty or PTC member	Requests a peer review of teaching. Candidate and reviewer work together to schedule the review in the Fall or early in the Spring semester.
By the end of third week of October	AESHM Dept. Chair	to AESHM PTC	Submits names of candidates for 3-year review
By February 1	Candidates	to the AESHM Dept. Chair and AESHM PTC	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
By the end of first week of March	AESHM PTC	to the AESHM Dept. Chair	Submits letter regarding recommendations.
By April 1	AESHM Dept. Chair	to the CHS Dean, who will forward them to the Provost	Forwards materials from the preliminary review done by the Department
By end of semester	AESHM Dept. Chair	to candidate	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.
End of Semester	CHS Dean	to candidate	May send a letter regarding the preliminary review outcome.
Beginning of June	AESHM Dept. Chair	to candidate	If preliminary review is successful, a new letter of intent is prepared and the candidate is requested to sign the letter.

* 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.

Date	Who?	To/From?	What?
Fall or spring prior	Candidate	Requests from a departmental colleague, PTC member, and/or CELT	A peer review of teaching. Candidate and evaluator work together to schedule the observation.
First part of February through March	AESHM Department Chair	AESHM Department Chair communicates with potential candidate at time of performance review	Department Chair begins to identify new candidates for next FY
February and March			Department Chair conducts annual performance evaluations for all faculty, including those who have gone through the promotion and tenure or promotion process
By the Last Friday of March	Candidate	Faculty requesting review must notify the Chair of the department	Sends email to Department chair
January through early June	Candidate		Prepares dossier for submission in early summer. Required documents are identified on the CHS website
March 30	AESHM Department Chair	to CHS Dean	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
April AESHM Faculty Meeting	AESHM Department Chair	Faculty vote per governance document guidelines	Election of CHS Promotion and Tenure Representative (in appropriate years); Report name to Deans Office P&T Support Staff Member
By May 1	Candidate		Candidate provides names of potential external reviewers to Dept Chair

Date	Who?	To/From?	What?
Late April – Early May	CHS	Candidate will be invited to a CHS P&T meeting	Attend CHS P&T meeting.
June 15	Candidate		Candidate sends dossier to Department Chair electronically
June 15. External review letters returned to Department Chair by August 15, or September 1 Final Deadline.	AESHM Department Chair		Department Chair sends new candidate materials to external reviewers for comments back by August 15
September 1- October 15	PTC Chair		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
October 15	PTC	AESHM Department Chair	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.
October 15 to November 1			AESHM Department Chair reviews candidate materials
November 1			Department Chair submits review of P&T candidates to CHS Dean’s Office
November - April		Chair, Dean, and/or Provost	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

*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 & each 7 yr. 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.

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

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