

**DEPARTMENT OF HOSPITALITY MANAGEMENT**

**(Approved by Faculty Vote on October 4, 2021)**

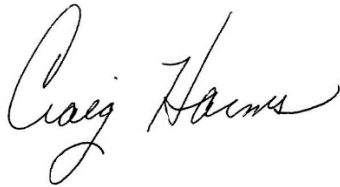
REVIEW DATE FOR ANNUAL EVALUATION GUIDELINES \*(WHICH INCLUDES THE CHRONIC LOW ACHIEVEMENT STATEMENT AND THE PROFESSORIAL PERFORMANCE AWARD): **8/2026**

REVIEW DATE FOR PROMOTION AND TENURE GUIDELINES\*: **8/2026**



**Kevin R. Roberts, Interim Department Head**

**Date signed: 10/8/2021**



**Craig Harms, Interim Dean**

**Date signed: 10/12/2021**



**Charles Taber, Provost and Executive Vice President**

**Date signed: 11/9/2021**

*\*Each academic department is required by University Handbook policy to develop department documents containing criteria, standards, and guidelines for promotion, tenure, reappointment, annual evaluation, and merit salary allocation. These documents must be approved by a majority vote of the faculty members in the department, by the department head or chair, by the dean concerned, and by the provost. In accordance with University Handbook policy, provision must be*

*made to review these documents at least once every five years or more frequently if it is determined to be necessary. Dates of revision (or the vote to continue without revision) must appear on the first page of the document.*

**PROCEDURES FOR FACULTY EVALUATION, REAPPOINTMENTS, PROMOTION, AND  
TENURE  
DEPARTMENT OF HOSPITALITY MANAGEMENT  
COLLEGE OF HEALTH AND HUMAN SCIENCES | KANSAS STATE UNIVERSITY**

**I. PURPOSE OF EVALUATION (SEE *UNIVERSITY HANDBOOK C30.1-C39*)**

An evaluation describes and assesses the accomplishments and contributions of each unclassified employee and provides guidance if outputs in one or more areas of responsibility are deemed below expectations. It aids faculty members in their professional development, provides a mechanism for ensuring standards and goals of the Department of Hospitality Management are met, and contributes to the continuous enhancement and quality of the faculty efforts. The results of the evaluation are used for personnel decisions affecting annual merit salary increases, reappointment, promotion, and tenure. The procedures and processes used for evaluation and assessment ensure that personnel decisions and faculty development are based on achievements and expectations that are both understood and reasonable.

The content in this evaluation document is a statement of the policies, procedures, and criteria for reaching decisions on important and complex faculty evaluation issues in the Department of Hospitality Management. It is based on information from the *Kansas State University Handbook*.

**II. PROFESSIONAL TITLES**

**Non-Tenure Track Faculty (*University Handbook C10-C12*).**

Non-tenure track instructional faculty members may be appointed into regular, term, or adjunct positions. Appointment does not require a terminal degree but should have credentials appropriate for the hospitality management discipline and title. Initial appointment rank and subsequent promotions in rank are based on advanced degree(s) and experience, and achievements over time within a given rank. For more information on the positions and ranks for non-tenure track faculty, please see the descriptions in the *University Handbook*.

***Positions.***

- Instructor: The Department of Hospitality Management has an instructor position with three ranks (Instructor, Advanced Instructor, and Senior Instructor).
- Professor of Practice: The Department of Hospitality Management has a Professor of Practice position with two ranks (Professor of Practice and Senior Professor of Practice).
- Research: Research Assistant Professor, Research Associate Professor, Research Professor

**Tenure/Tenure-Track Faculty**

Tenure-track, hereafter referred to as probationary, or tenured faculty members may be appointed into a probationary, regular, or term, position. Appointment requires a terminal degree. Initial appointment rank and subsequent promotions in rank are based on achievements over time within a given rank.

For more information on the positions and ranks for probationary or tenured faculty, please see the descriptions in the *University Handbook*.

***Positions.***

- Assistant Professor
- Associate Professor
- Professor

### **III. DISTRIBUTION AND DOCUMENTATION OF EFFORT**

Each faculty member is expected to contribute to the mission of the department, the college, and the university through teaching, research, and service. Faculty members contribute to the department's overall mission in diverse ways. This diversity makes it difficult to measure each faculty member's performance using the same criteria. Thus, it is the responsibility of each faculty member to document their expertise and accomplishments in relation to their assigned roles and responsibilities (i.e., appointment). The amount of time and emphasis for each activity will vary by person. The burden is on each faculty member to document the quality and quantity of their contributions.

The distribution of effort should be consistent with the collective needs of the department, university, and the professional goals of the individual. While distribution of effort is discussed in consultation with the faculty member, all allocations are at the discretion of the department head. If a reduction or increase of responsibilities in one area is made, other areas of the faculty member's responsibilities will be adjusted accordingly. In cases where faculty members have less than full-time appointments, expectations of their professional accomplishments will be proportional to the tenths of time appointment.

The activities of hospitality faculty are encompassed by three broad areas of endeavor: teaching, research, and service. It is expected that a probationary or tenured faculty member will be active in all three areas. As a guideline, a standard appointment and allocation of responsibilities is based upon 60% Teaching/Mentoring/Advising (6 credit hours per academic semester, excluding independent studies), 30% research, and 10% Service.

The efforts of non-tenure track faculty will depend on the type of appointment. The typical appointment for all levels of professors of practice and instructors is 90% Teaching/Mentoring/Advising (9-12 credit hours per academic semester, excluding independent studies), and 10% Service. The typical appointment for all levels of research professor is 90% research and 10% service, although faculty whose position is entirely funded by grant funds may be appointed as a 100% research with no expectation of service.

### **IV. ANNUAL MERIT SALARY ADJUSTMENT (*UNIVERSITY HANDBOOK C40.0-C48.3*)**

Distribution of annual merit salary adjustments will utilize a three-year rolling average (current year overall rating, plus two preceding year overall ratings) measured against the following criteria:

- Exceeded Overall Expectations (3.50 – 4.00)
- Met Overall Expectations (2.50 – 3.49)
- Fallen below expectations but met minimum-acceptable levels of productivity (2.00 – 2.49)
- Fallen below minimum acceptable levels of productivity (<2.00)

The department head will provide the dean copies of all annual evaluation reports, merit salary adjustment recommendations, and a copy of the Annual Evaluation Summary Form. The department head recommends a salary adjustment for each person evaluated (*University Handbook C46.2*) based on the annual evaluations when funds are available for merit salary increases. These merit salary increases are based on the past three annual evaluation overall ratings (one or two years for those with less than three years of service). Please see *University Handbook* for further information.

### **V. ANNUAL EVALUATION PROCESS**

Faculty will be evaluated as part of the annual evaluation process. Probationary and non-tenure track faculty on regular, term, and adjunct appointments will also be evaluated for reappointment purposes. Timeline and evaluation processes are spelled out in Appendix 1 of this document. Appendix 2 outlines the Standard Procedures and Format for Submission of Annual Evaluation Materials.

#### **Personal Goal Setting**

Each faculty/staff member will meet annually with the Department Head to establish personal goals and objectives in the major areas of professional activity. These goals should be determined in consultation with

and approval from the Department Head. According to the *University Handbook* (Section C45.1), these goals and objectives “should reflect the relative percentages of time and effort the person plans to allocate to the appropriate areas in the upcoming period. It is expected that the previous year’s statement will be considered during the annual evaluation and goal setting process.” See Appendix 2 of this document for an annual evaluation reporting template.

On occasion, modifications to appointments and/or statements of objectives are necessary due to unanticipated changes in Department circumstances (e.g., changes in course offerings, funding of grants, or research opportunities). Any such modifications should be documented.

## **Performance Criteria**

### ***Teaching***

Preparing students for employment or further graduate study is a primary component of the department mission. In the context of this document, teaching includes classroom instruction, preparing new or revised course materials, facilitating seminars, advising, and mentoring. In addition to a high standard of teaching, it is expected that faculty perform with academic integrity, promote scholarship and intellectual growth, be effective communicators, and show concern for students as individuals. As part of the teaching evaluation, the department head will take into consideration positive and/or negative evidence and will apprise faculty members when serious concerns are identified. Therefore, faculty with a responsibility for teaching are expected to:

1. Maintain an up-to-date knowledge in each subject taught;
2. Deliver courses in accordance with student learning outcomes and identified course competencies;
3. Deliver and measure relevant program learning outcomes;
4. Provide a clear and coherent style of presentation;
5. Provide a learning environment that stimulates students’ interest and appreciation for the hospitality field of study;
6. Intellectually challenge students;
7. Facilitate student learning outside the classroom;
8. Meet students’ mentoring needs;
9. Be accessible to students during posted office hours; and
10. Convene classes on a regular basis, and provide an alternative learning experience, if needed.

***Expectations.*** As a guideline, TEVAL ratings in the summary areas of “overall effectiveness,” and “amount learned” should average at least a 3.0 or above for most courses taught. For a faculty member to receive an annual evaluation rating of “met expectations,” TEVAL scores between 3.0 and 4.0 are expected. To receive an annual evaluation of “exceeds expectations” TEVAL scores greater than 4.0 are expected. Faculty who score, on average, between 2.0 and 3.0 will be considered to have “fallen below expectations but met the minimum-acceptable levels of productivity”, while faculty who score lower than 2.0 will be rated as “fallen below minimum acceptable levels of productivity”.

TEVALs should be considered as one indicator. Other considerations could include:

1. Development of a new course or innovative/novel teaching method;
2. A peer-review of multiple class sessions, coordinated between instructor and peer, where the actual days of observation are unannounced;
3. Evidence of substantial improvement in content/course material;
4. Competitive teaching award; or
5. Unusually favorable or unfavorable written student responses.

Faculty members may also want to arrange for peer evaluation of at least one course annually through the K-State Teaching and Learning Center or from a faculty member who has won a university teaching award or is

otherwise recognized as an effective teacher. The peer evaluation could be used to help assess instructional quality.

### ***Advising / Mentoring***

Supervising and advising undergraduate students includes serving as an advisor/mentor to undergraduate students. Faculty are expected to advise and mentor students (either graduate or undergraduate) to enhance the students' educational experience. Mentoring can include career advising, professional development, and research. It is expected that faculty will advise/mentor with academic integrity, be effective communicators, and show genuine interest or concern for student success.

Probationary or tenured faculty are expected to maintain graduate faculty status and become certified graduate faculty as soon as possible. Serving as a graduate student's major professor or committee member on thesis/dissertation committees, providing academic advising, co-formulating research questions, and co-authoring papers for conferences, journals, or research proposals will be considered part of advising and mentoring. As a graduate faculty member, supervising at least one graduate student who is making expected progress toward graduation in an evaluation period is expected. Supervising two or more graduate students will positively enhance the assessment. Because it is not always possible for each faculty member to supervise one or more graduate students in a given year, and because the graduate program is an integral part of the department, requiring support from each graduate faculty member, those who are not formally supervising graduate students should devote an equivalent amount of time supporting the graduate program in other ways (e.g. service on thesis/dissertation committees, substantial recruitment activities, delivering special seminars/field trips/workshops, obtaining external financial support for GRAs, etc.).

***Scholarship/Research Expectations (primarily for tenured and probationary faculty or all-levels of research professors).*** Scholarship and research activities in hospitality management can involve different components, including:

1. Conducting scholarly research on industry-related problems or topics of current interest, individually or as part of a team;
2. Developing proposals for internal and external research funding; and
3. Leading and administrating funded research projects.

When these activities are undertaken effectively, it leads to high levels of research productivity in the department and high visibility for the university within appropriate national and international research communities. While not all research will produce immediate, tangible results, it will be anticipated that on a regular basis, the faculty member will realize outcomes in one or more of the following:

1. Publication of papers in appropriate journals and proceedings;
2. Obtaining external funding support for research efforts;
3. Presentations at appropriate professional meetings;
4. Distribution of materials aiding the research or teaching for other scholars;
5. Engagement with the public and private sectors and distribution of materials that increase the wider impact of specific research;
6. Consultation with other scholars and researchers;
7. Development of a reputation for high quality research; and
8. Collaboration in research with students and other scientists.

The complex nature of research and the number of different types of activities listed above make it unlikely that every faculty member will contribute equally to all the areas listed. However, each faculty member is expected to show a strong research effort, either as an individual, or as part of a team, working on projects of common interest. Typically, a faculty member will be cited as providing important contributions to the advancement of the hospitality discipline.

Because research outputs do not always follow a calendar year, particularly publications and funding opportunities, each faculty member's annual review should take this into account by noting whether the faculty member is engaging in a preponderance of the activities listed above, especially in the areas of publication and research funding. In addition, faculty members' evaluations in the area of scholarship/research will reflect a three-year rolling average.

The ranking of research contributions listed under each subheading below will be used as a guideline in the annual evaluation of probationary and tenured faculty as well as in merit and promotion processes.

### **Publications.**

1. *Journal articles.* Account will be taken of the rigor and visibility of the journals to which papers are accepted. Greatest weight will be given to journals with a high (greater than 2.0) impact factor. Publications in journals with an impact factor greater than or equal to 1.0 are encouraged.
2. *Book authorship.* A book or chapter authored within the evaluation period may be given emphasis in merit evaluation dependent upon the nature of the publication (e.g., usefulness to discipline, addressing a widely acknowledged gap in knowledge base, etc.).
3. *Other scholarly publications.* Reports to industry and/or government agencies, particularly where individually peer-reviewed prior to publication.

*Note: Abstracts will not be considered as publications and are counted under presentations.*

Publications which are in-press or accepted for publication will be given the same weight as a published article. Manuscripts in preparation will be given no weight in faculty evaluation. Publications in a predatory journal will not be considered for evaluation. Preliminary reports and papers appearing in non-refereed journals are less significant than papers in peer-reviewed journals.

**Expectations.** For a standard appointment (30% scholarship/research), an average of 1.5-2.0 manuscripts accepted for publication per year (averaged over the last three years) in refereed journals will result in an annual evaluation rating of "met expectations". For a faculty member to receive an annual evaluation rating of "exceeds expectations," more than two publications per year (averaged over the last three years) is necessary. Faculty who publish, on average, below 1.5 publications per year will fall "below expectations", while faculty who publish less than 1.0 will be rated as "fallen below minimum acceptable levels of productivity". In all cases, impact factor of the journal will be evaluated, with greatest weight placed on those journals with higher impact factors at the time of publication. As a guideline for evaluations of scholarship, the absolute number of publications is less important than their significance, as measured by citations and reputation among peers in the field of expertise.

**Research Funding.** Receiving extramural grants and contracts are an important indicator of research activity and academic reputation, plus many of these awards benefit the department directly through financial resources. The weight given for grants and contracts during the annual evaluation process is based on the nature of the awarding process, the role of the faculty member in the grant preparation process, the magnitude of the award, and the benefit to the department. It is recognized that many other sources of funding bring benefits to the department and should be acknowledged. Contributions of resources in-kind (e.g., contributions of equipment, data, etc.) are another form of external funding. Variations in the difficulty particular individuals may have in obtaining external funding should be considered. However, substantial, and continuing efforts in this direction are expected of all faculty that have a research component to their time allocation.

While all grants are valued, the greatest weight will be given to those grants that:

1. Are awarded through a peer-reviewed process,
2. Are used to finance at least one GRA/GTA for a minimum of two semesters; or
3. Generate research overhead money for the department and/or salary savings that revert to the department.

**Minimum expectations.** Each faculty member should submit as a principal investigator or co-principal investigator at least one proposal for external or internal funding per year, or its equivalent in support from industry or government partners, unless the faculty member has an active research grant.

**Presentations, Engagement, and Impact.** Opportunities to share research-outcomes elsewhere generally represent appreciation outside the University of scholarly merit. The significance of this recognition depends on the nature of the presentation. The following provides a list with reasonable order of decreasing significance.

1. Invitation to speak at a national or international meeting and/or preside at a session of a national or international meeting.
2. Invitation to speak at a university, active in research.
3. Contributed paper (oral or poster) at a national or international conference.
4. Invitation to speak at a state-level, non-research agency outside of the university.
5. Invitation to speak at a non-research active university or college, secondary school, or more local invitation (e.g., as part of a course or seminar program of another department within the university).

Note that presentations in this context are not limited to presentation in-person. Online presentations, such as webinars or online seminars, may be equally significant depending on the nature, reach, scope, and prestige of the event. Demonstrating the broader impacts of research is increasingly important and such activities engaging public and private-sector organizations should be given due consideration under this heading as part of the overall research effort.

**Minimum Expectations.** Faculty members will present at least one paper, or a comparable impact or engagement activity, at a discipline-recognized national or international presentations per year. Expectations are dependent on availability of funding.

**Service Expectations.** Service to the department is perhaps more critical in smaller units, such as the Department of Hospitality Management, where there are fewer people to share these responsibilities, and everyone must carry their part of the load if the unit is to function effectively. The following activities do not constitute an exhaustive list, and some account must be taken of the fact that some types of service is likely to be done only at the request of the department head or of the administration, and so opportunities for service may not be equally available for all faculty members. Consideration should be given to the time invested in activities to the importance of the service to the department, college, the university, or profession, and to the effectiveness with which the assigned work is done.

1. Non-directed institutional service includes, but is not limited to:
  - a. Serving on a departmental standing committee,
  - b. Serving on an ad hoc committee (e.g., search committees, task force),
  - c. Special tasks to increase visibility of the department and its programs,
  - d. Assisting with fundraising activities and events,
  - e. Work to improve student experiences in the department,
  - f. Recruitment and/or promotion activities,
  - g. Engaging with industry associations or other stakeholders,
  - h. Serving as an advisor to student clubs,
  - i. Assisting with, or leading, undergraduate, and graduate student recruitment events,
  - j. Maintaining and promoting an active social media presence that positively promotes the department,
  - k. Assisting with other departmental activities such as, Lacy's Fresh Fare & Catering.
  - l. Serving as a departmental representative on a college committee, or ad hoc committee to deal with specific issues, or



- m. Serving on university committees, such as faculty senate, grievance boards, advisory boards, ad hoc assignments to deal with specific problems, or graduate council.
2. Directed service: Undergraduate or graduate program coordinator/director and department head.
3. Non-directed public service and consulting includes all activities related to hospitality management that involve interactions with the public and serving as a consultant to the hospitality industry.
4. Non-directed professional society service and activities includes serving on professional organization committees or as an officer, and editorship or authorship of a journal or book.
5. Engagement with alumni and others (e.g., donors, industry representatives, etc.), specifically for the advancement of the department and its programs.

**Minimum Expectations.** Faculty members will perform some combination of the activities listed above reliably and on a regular basis to a time equivalent to the appointment tenths designated as service. If a faculty member falls below expectations, it is incumbent upon the department head to clearly identify deficiencies.

**Collegiality/Academic Citizenship.** The department needs collegiality to function effectively. Faculty evaluations, including merit salary adjustments, reappointment, tenure, promotion, and professorial award evaluations will include assessment of behaviors that positively or negatively affect others in carrying out their assignments in the department. There should be no effort by the department to discourage debate or disagreement on policies; rather, it is vital to foster and maintain an environment conducive to vigorous debate and inquiry. Faculty disagreement with colleagues and administrators is not to be taken as evidence of lack of collegiality but should proceed in a manner consistent with civil debate, constructive criticism, and the resolution of differences.

Personal qualities such as integrity, leadership, objectivity, candor, fairness, willingness to cooperate, and a positive attitude are vital to the team functioning of the department's faculty members and are highly valued. In addition, the ability and willingness of faculty members to place the needs of the department or program area above their individual needs, contributes to the advancement of the units/department and is one measure of academic citizenship that is highly valued.

The following activities are indicators of excellence in collegiality and academic citizenship. Overriding all of these is the expectation that faculty should act professionally at all times.

1. Attends and participates in departmental and college faculty meetings.
2. Attends and participates in departmental and college events.
3. Participates in institutional activities (e.g., career fairs; Open House, commencement).
4. Attends meetings and participates in self-governance regarding curriculum through curriculum and assessment efforts at the program level.
5. Eligible faculty members fully participate in self-governance decisions regarding faculty at the department-level such as interviewing/hiring, reappointment, mid-tenure, tenure, promotion, and professorial awards.
6. Faculty members seek to maintain open communications with colleagues and administrators and to work toward solutions to shared problems.
7. Commitment to working effectively and cooperatively with others.
8. When disagreements are present, being committed to resolving differences by engaging in civil debate as characterized by open, honest communication, and constructive criticism.

9. Maintaining high professional standards of conduct, including interacting with students, faculty, and staff appropriately and respectfully, and engaging each other in ways that enrich the academic community.
10. Fostering of goodwill and harmony.
11. Mentoring of colleagues.
12. Contribution to the pursuit of unit and department goals for the good of the department.

### **Procedures and Format for Submission of Annual Evaluation Materials**

In accordance with the *University Handbook* (C31, C32, and C41), every year in September, each faculty member will submit to the department head a portfolio of accomplishments from the previous academic year. See Appendix 2 for an organizing template. The process should follow the sequence outlined in Appendix I of this document.

### **Rating Scale**

After reviewing the portfolio of accomplishments and supporting materials, a written evaluation will be prepared by the department head, assessing each faculty member's productivity against the expectations and criteria set forth in this document, appropriate adjustments to expectations/criteria will be made when the tenths distribution varies from a standard appointment. A four-point scoring rubric will be used to assess performance in each appointment area (teaching/advising/mentoring, scholarship, and service) as outlined in Appendix 3.

**Weighted Overall Evaluation.** Faculty members will be evaluated based on annual appointment and therefore weighted based on the percentage of time allocated for each area of responsibility (tenths distribution). The distribution of responsibilities is set by the department head in consultation with each faculty member prior to the evaluation period. The tenths distribution may vary from year to year due to various circumstances (e.g., department need, grant buyout, etc.).

**Overall Score.** The department head will assign a rubric score to each appointment area listed in Appendix 3, Annual Evaluation Rating Sheet. These performance scores will be weighted by the time allocation assigned to the faculty member, then summed to result in an "Overall Rating" score used to determine merit raise distribution. As a reminder, assessment of scholarship outputs represents a moving average of the evaluation year and the two previous years. Collegiality and academic citizenship will be incorporated into the department's annual evaluation with comments.

**Annual Evaluation Meeting.** The department head will meet with each faculty member to review and discuss the written evaluation and overall rating of performance. Before the department head submits the evaluation to the dean, each faculty member must sign a statement acknowledging that they have had the opportunity to review and discuss the evaluation with the department head. Within seven working days after the review and discussion, each faculty member can submit a written statement of unresolved differences regarding their evaluation to the department head, which will be shared with the dean.

## **VI. REAPPOINTMENT: ANNUAL EVALUATION AND REAPPOINTMENT PROCESSES AND CRITERIA (UNIVERSITY HANDBOOK C50.1-C66)**

### **Procedures for Reappointment of Probationary Faculty**

Prior to being considered for tenure at Kansas State University, the faculty member enters a probationary period during which the candidate's ability to contribute to the University's mission and to meet criteria for tenure specified by the Department. The precise terms and conditions of every initial appointment should be stated in writing and be in the possession of both the institution and the faculty member before the appointment is finalized.

The duration of the probationary period relative to tenure varies with rank and experience. For persons appointed at the rank of assistant professor, the maximum probationary period for gaining tenure and

promotion to associate professor rank consists of six (6) regular appointments at Kansas State University at a probationary rank. For faculty with prior service at another academic institution, please see *University Handbook C73*, Section B.

Candidates not approved for tenure during the sixth year of service will be notified by the appropriate dean that the seventh year of service will constitute the terminal year of appointment (*University Handbook C82.2*).

For persons appointed at the rank of associate professor or professor, the maximum probationary period consists of five (5) regular appointments at Kansas State University at probationary ranks (*University Handbook C82.3*). Tenure decisions must be made before or during the fifth year of probationary service. Candidates not approved for tenure during the fifth year of service will be notified by the appropriate dean that the sixth year of service will constitute the terminal year of appointment.

Under certain circumstances, the tenure clock may be delayed by one year. See *University Handbook C83.1-83.6*, for conditions under which delay of the tenure clock may be considered and the procedures for making such a request.

The timeline for reappointment and evaluation processes are spelled out in Appendix 1 of this document. Appendix 2 outlines the Standard Procedures and Format for Submission of Annual Evaluation Materials.

### **Procedures for Reappointment of Probationary Faculty**

The evaluation process for reappointment will occur with the timeline and process spelled out in Appendix 1. Reappointment reviews for faculty in their first year of appointment will not be due until at least one full semester has been completed. For all other reappointment reviews the documentation submitted for the most recent Annual Evaluation will be utilized.

### ***Criteria for Reappointment of Probationary Faculty***

Reappointment of probationary faculty will be judged based on whether the faculty member is meeting expectations (i.e., earning an average score of “3”) in each category of their appointment. This will be determined by department head evaluations using the Annual Evaluation Rating Sheet. If a probationary faculty member is scored an average of below “3” in any category, the faculty member must demonstrate that they are following the recommendations of the department head and taking steps to achieve an average of “3” or higher in that category during the next annual evaluation. If the faculty member cannot demonstrate these efforts, non-reappointment should be considered.

## **VII. POLICIES AND PROCEDURES FOR MID-TENURE REVIEW (*UNIVERSITY HANDBOOK C92.1-C93*)**

A formal review of a probationary faculty member is conducted during fall semester of the third year of their appointment (*University Handbook C92.1*). This review is intended to:

- a) provide probationary faculty members with assessments of their performance by tenured faculty in the areas of research, teaching, and service;
- b) provide tenured faculty with the opportunity to comment on the probationary faculty member’s long-range plans for research and other scholarly activities;
- c) determine if the accomplishments and goals of the probationary faculty member are consistent with the missions and expectations of the department; and
- d) determine if reappointment for a fourth year of service is merited.

The outcome of this review at the departmental level is a letter from the department head that summarizes the views of the tenured faculty. The letter will include a vote of the tenured faculty. This letter is separate from the outcomes of the annual evaluation process and re-appointment process. A positive mid-probationary

review does not ensure that tenure will be granted in the future, nor does a negative review mean that tenure will be denied.

### **Procedures**

Candidates should prepare their mid-tenure review documentation following the Guidelines for the *Organization and Format of Mid-Tenure Review Documents*, which can be found at: <https://www.k-state.edu/provost/forms/midtenure.doc>. In HM, the procedures defined in the *University Handbook* C92.1-C92.4 are followed with the exception that for mid-tenure review the faculty submitting their materials need not include comments from students (outside of teaching evaluations), other relevant faculty, and outside reviewers. The documentation must be submitted digitally as a searchable pdf. The Mid-Tenure Review Process for faculty in HM is outlined in Appendix 1.

### **VIII. TENURE: POLICIES AND PROCEDURES FOR TENURE REVIEW (UNIVERSITY HANDBOOK C70-C116.2)**

Faculty members hired at the rank of assistant professor must submit their documentation for tenure no later than the beginning of their sixth year of employment (*University Handbook* C82.2). After the evaluation process is complete (during spring semester), the faculty member will be notified whether they will be granted tenure prior to the seventh year of employment or whether the seventh year of employment will constitute the terminal year of appointment. Faculty members hired at the rank of associate professor or above (without tenure) will be evaluated for tenure no later than the beginning of their fifth year of employment and either granted tenure at the beginning of the sixth year or notification that the sixth year is their terminal year of appointment (*University Handbook* C82.3).

Faculty members on probationary appointments who have met the criteria and standards for tenure prior to the above maximum times may be granted tenure early. Because candidates may be considered for tenure at any time during their probationary period, no time credit shall be granted for service prior to employment at Kansas State University (*University Handbook* C82.4). In special circumstances, a one-year delay of the tenure clock may be requested by the probationary faculty member (*University Handbook* C83.1). Faculty members in the final year of probation will be automatically reviewed for tenure unless they resign.

Candidates for tenure should prepare their documentation following the *Guidelines for Organization of Documentation for Promotion and Tenure*, which can be found at <https://www.k-state.edu/provost/resources/dhmanual/promotion/promotio.html>. The candidates for promotion/tenure are responsible for identifying the impact, quality, and value of their accomplishments in the areas of their appointment. The documentation must be submitted digitally as a searchable pdf. The candidate is encouraged to consult with the department head and members of the faculty concerning the content and preparation of the promotion/tenure evaluation documents.

In the year a faculty member is being reviewed for tenure, the annual review and reappointment review will use the same documents as the tenure review. Submission of the documents will follow the schedule of tenure review assigned by the department, which follows the schedule outlined by the college and the university.

### **Criteria for Granting of Tenure and Promotion to Associate Professor**

Candidates for tenure should demonstrate versatility – the ability to function well in teaching, scholarship, and service. Qualifications for granting of tenure require evidence of substantial professional contributions that reflect excellence in instruction, scholarship, and service (*University Handbook* C120.2). In addition, demonstration of both collegiality and academic citizenship is required for granting of tenure. To be awarded tenure, faculty members must be experts in their chosen fields (*University Handbook* C90) and have made substantial contributions in appropriate academic endeavors, for example, instruction, scholarship, and institutional and professional service (*University Handbook* C100.1). In addition, they must be qualified for graduate faculty status at K-State.

Eligible faculty members reviewing the documents will consider the following:

- Above average instruction as evidenced by student evaluations, course materials, awards, and other evidence.
- Strong scholarship as evidenced by the quantity, quality, and significance of a focused body of work, including refereed publications, extramural funding, awards, and other evidence.
- As appropriate to appointment, contributions to service at all, or most, levels: institution, profession, and public.
- Evidence of collegiality and academic citizenship as defined in Section V of this document.

#### **IX. PROMOTION: PROBATIONARY FACULTY (*UNIVERSITY HANDBOOK C120-C156.2*)**

A faculty member, in consultation with the department head, may request a review for promotion to a higher rank. Promotion to a higher rank is often granted to deserving individuals after serving six or more years at a given rank. For individuals of outstanding performance, promotion may be granted with four completed years in a rank. However, in such cases much greater justification in terms of demonstrable accomplishments is required. Upon promotion, the faculty member will receive a standard promotion raise, in addition to the merit salary increase for the year (*University Handbook C120-156.2*). Faculty can only once apply for early promotion and tenure during the probation period.

#### **Promotion to Associate Professor with Tenure**

For faculty members in probationary appointments at the rank of assistant professor the granting of tenure and rank promotion to associate professor are considered at the same time. Promotion from assistant professor to associate professor will not be granted without meeting the criteria for tenure as defined in section VIII of this document.

#### ***General Qualifications***

The candidate for promotion to associate professor with tenure must show evidence of developing a distinguished reputation in some area of hospitality management, as reflected in a record of teaching, research, and service at a national and/or international level. As a guideline, the candidate for promotion to associate professor with tenure must have attained, at a minimum, scores of “met expectations” in three (3) of the prior five (5) years under the annual evaluation. However, neither promotion nor tenure will be granted simply because of routinely meeting assigned duties with a record free of notable deficiencies. The *University Handbook C120.2*, reads: “promotion to associate professor rests on substantial professional contributions that reflect excellence in teaching, research, and other creative endeavor, directed service, or extension.”

#### ***Teaching Expectations***

The department expects faculty to maintain high standards for classroom instruction and conduct, including professional interaction with students. Above average instruction as evidenced by student evaluations is expected. Other evidence of professional interaction with students will be evaluated.

#### ***Scholarship/Research Expectations.***

In scholarship and research, there should be convincing evidence that the candidate has established a pattern of productivity and is building a strong national reputation in their area of expertise. Peer-reviewed, research-oriented publications important to the hospitality or related disciplines will be emphasized. Both the quantity and quality (judged, for example, by journal impact factors and numbers of citations) of research articles will be considered. Extramural funding of the candidate’s activities will be viewed very favorably.

#### ***Service Expectations***

The department expects all faculty to render significant service on appointed committees and for the benefit of the department (e.g., recruitment of graduate students, assistance in the preparation of departmental proposals, and attendance at departmental functions). The department also expects service to be rendered to

the hospitality profession. This may involve participation in the activities of national professional societies, organizing symposia or meetings, reviewing research proposals, papers, books, etc.

### ***External Reviewers***

External reviewers who are recognized as leaders in the candidate's discipline or profession will be asked to evaluate and discuss the candidate's attainment of excellence in assigned responsibility. Comments from a candidate's research partners, major professor, or graduate school classmates are generally less persuasive and should not be solicited (*University Handbook C36.2*).

A list of three possible reviewers will be prepared by the candidate and a list of three will be prepared by the department head in consultation with the Department of Hospitality Management Promotion and Tenure Committee. The department head will send a letter, the candidate's vita, and other supporting materials to two reviewers selected by the candidate and to two reviewers selected by the department head (i.e., four total).

If an external expert declines the request to review the candidate's credentials, another reviewer will be selected from the candidate's list or the department head's list. If necessary, additional reviewers will be solicited by the department head. The reviewers will be provided a copy of the departmental criteria for promotion and informed of the proportion of time appointed to all assigned duties research, instruction, service, etc. The candidate will not be permitted to see the external reviews.

### **Promotion to Professor**

Promotion to professor is based on attainment of excellence in the assigned responsibilities of the faculty member and recognition of excellence by all appropriate constituencies" (*University Handbook C120.2*). The evaluating faculty will evaluate the productivity and accomplishment in all areas of appointment and take a holistic view of the candidate's complete work and its national or international impact.

### ***Teaching Expectations***

The candidate must provide documented evidence of a sustained performance as an effective and diligent teacher. This includes both course content and the ability to communicate, as judged by the faculty and current students (teaching evaluations). Other evidence for the quality of teaching might include specific awards for teaching; improvements in the instructional program via the successful acquisition of extramural grants for instructional equipment, etc.; course initiation and major revision of existing courses; successful innovations in teaching methods; effective counseling and advising of students; direction of graduate thesis and dissertation research; and the achievements of former students.

### ***Scholarship/Research Expectations***

The candidate must have established and maintained a research program that has earned international or outstanding national recognition in the candidate's area of specialty within the discipline of hospitality or related fields and is acknowledged by leading authorities in the field.

It must be clear to the faculty and the external evaluators that the habit of consistent publication, published in leading journals, has been firmly established. Although it is important to demonstrate sustained productivity since promotion to Associate Professor with tenure, the absolute number of publications and presentations is less important than their significance, as measured by citations and reputation among peers in the field of expertise. The publication record will be considered in light of the field, teaching load, and other departmental responsibilities. The comments of external referees will be considered as part of the faculty's evaluation of the candidate's research program.

The candidate should have demonstrated their effectiveness in bringing outside financial support to the department through the candidate's own research program, through proposals for acquiring departmental

research instruments, or other individual or collective efforts on behalf of the department. Other evidence for the quality of research might include national, regional, and local awards; the achievements of the candidate's former students; and the utilization of a sabbatical leave or leave of absence to enhance their research program.

### ***Service Expectations***

The candidate for full professor should have demonstrated leadership ability and a sustained record of service to the department, college and/or university. Evidence of leadership might include service on department, college, and university policy making and personnel selection committees, substantive contributions in the development and promotion of research and teaching programs, preparation of departmental proposals, reports, and service on departmental, college, or university committees.

### ***External Reviewers***

External reviewers who are recognized as leaders in the candidate's discipline or profession will be asked to evaluate and discuss the candidate's attainment of excellence in assigned responsibility. Comments from a candidate's research partners, major professor, or graduate school classmates are generally less persuasive and should not be solicited (*University Handbook C36.2*).

A list of three possible reviewers will be prepared by the candidate and a list of three will be prepared by the department head in consultation with the Department of Hospitality Management Promotion and Tenure Committee. The department head will send a letter, the candidate's vita, and other supporting materials to two reviewers selected by the candidate and to two reviewers selected by the department head (i.e., four total).

If an external expert declines the request to review the candidate's credentials, another reviewer will be selected from the candidate's list or the department head's list. If necessary, additional reviewers will be solicited by the department head. The reviewers will be provided a copy of the departmental criteria for promotion and informed of the proportion of time appointed to all assigned duties research, instruction, service, etc. The candidate will not be permitted to see the external reviews.

## **X. PROMOTION: NON-TENURE TRACK**

The procedures for promotion in the non-tenure track instructor, professor of practice, and research professor are like the processes for promotion of probationary tenured faculty in the *University Handbook* (C110-C116.2 and C150-C156.2). The timetable for actions relevant to promotion are outlined in Appendix I of this document. The average time in rank prior to consideration for promotion for a non-tenure track faculty member is expected to be five years, although shorter or longer intervals are possible. Criteria used to evaluate progress within each rank include the following.

### **Instructor (*University Handbook C12.0*)**

**Instructor:** The candidate must have: (1) a current independent capability of teaching, (2) a potential for significant professional growth in the area of teaching, and (3) evidence of a high-level of competence in the content area and demonstrated promise of moving toward excellence in student instruction.

**Advanced Instructor:** The candidate should demonstrate sustained excellence in teaching by demonstrating active engagement and high commitment to teaching. The candidate must demonstrate a record of effective instruction and evidence of professional development in teaching (e.g., participating in the university peer review of teaching program, attending university teaching conferences).

**Senior Instructor:** The candidate should have maintained a sustained record of excellence in teaching and serve as an effective role model for colleagues, students, and clientele. An effective role model leads or guides others in pursuit of teaching excellence. In addition, the candidate should demonstrate superior performance and be recognized by students and peers as an outstanding educator in the discipline. The candidate has engaged in creative endeavors related to the Scholarship of Teaching and Learning (e.g., University workshop on teaching, presentations in discipline).

**Professor of Practice (*University Handbook C12.3*)**

**Professor of Practice:** The candidate must have: (1) substantial non-academic experience in the disciplinary field and credentials appropriate to the discipline, (2) a current independent capability of teaching, (3) a potential for significant professional growth in the area of teaching, and (4) evidence of a high level of competence in the content area and demonstrated promise of moving toward excellence in student instruction, student mentorship, scholarly activities, professional leadership, and practice/service/outreach as related to the profession.

**Senior Professor of Practice:** The candidate should demonstrate a sustained record of excellence in teaching and serve as an effective role model for colleagues, students, and clientele. An effective role model leads or guides others in pursuit of teaching excellence. The candidate should be recognized at the national/international level as an authority within their specialty based on demonstrated excellence in student instruction, student mentorship, scholarly activities, professional leadership, and practice/service/outreach as related to the position. In addition, the candidate should demonstrate superior performance and be recognized by students and peers as an outstanding educator in the discipline.

**Research Professor (*University Handbook C12.1*)**

**Research Assistant Professor:** The candidate must have: (1) a current independent capability of having a program of research and scholarship, (2) a potential for significant professional growth in the area of research and scholarship, and (3) evidence of a high level of competence in the area of research and demonstrated promise of moving toward excellence in maintaining a coherent program of research and scholarship, developing and/or maintaining a multi-disciplinary research program, and securing funding to support the program of research.

**Research Associate Professor:** The candidate should demonstrate excellence as a researcher and scholar, with evidence of contributing to the knowledge base of the chosen discipline at a national and/or international level. The faculty member is expected to maintain a coherent program of research and scholarship with clearly defined theoretical, empirical, and/or intervention-oriented goals. If appropriate, the candidate is expected to play a significant and clearly defined role in developing and/or maintaining a multi-disciplinary research program (on a local, national, or international scale). The candidate must have received internal grants and/or sought significant external grants to support their program of research.



**Research Professor:** The candidate should demonstrate a sustained record of research, scholarship, and other creative endeavor that is recognized nationally or internationally. In addition, the candidate must provide evidence of serving as a role model for less senior faculty, for students, and for the profession. The faculty member is expected to maintain a coherent program of research and scholarship with clearly defined theoretical, empirical, and/or intervention-oriented goals. If appropriate, the candidate is expected to play a significant and clearly defined role in developing and/or maintaining a multi-disciplinary research program (on a local, national, or international scale). In the case of a candidate for promotion to the rank of professor, the evaluating faculty will look for recent evidence of a sustained and high-quality program of research with national or international impact. The candidate must have received significant external grants to support their program of research.

### **Process**

The process for promotion evaluation begins when the candidate expresses in writing (which can be provided via email) to the department head the intention to seek promotion in rank. The candidate will then prepare the portions of the promotion document that summarize achievements in teaching and/or service (as relevant) using the format specified by the office of the provost (see <http://www.k-state.edu/provost/resources/dhmanual/promotion/promotio.html>). It is the obligation of the candidate to substantiate one's expertise and accomplishments and to be responsible for collecting the information that demonstrates their accomplishments.

### ***General Qualifications***

The key characteristics and criteria for promotion of a non-tenure track faculty members are like those for probationary faculty, with the exception that, in most cases, the activities of non-tenure track faculty will be focused in a single area. Evidence of a record of teaching excellence and other assigned responsibilities is required for promotion.

### ***Teaching Expectations***

Non-tenure track faculty who have teaching expectations and are seeking promotion must provide documented evidence of being an effective and diligent teacher. Effective teaching is based on sound scholarship, continued intellectual growth, the ability to communicate effectively, concern for students as individuals, and academic integrity. The candidate should demonstrate:

- Evidence of teaching excellence as substantiated by TEVAL scores;
- Substantive, content-based instruction;
- Ability to organize materials and present them clearly and logically;
- Ability to arouse curiosity and stimulate creatively in students;
- Diligence and skill in advising/mentoring students; and
- Constructive informal interaction with students outside the classroom.

Formal supervision of students (topics, problems courses) is not required, but may be desirable. The candidate should be effective in both introductory and upper-level teaching. An important criterion will be the candidate's potential to sustain a high-quality teaching career.

Other evidence for the quality of teaching might include specific awards for teaching; improvements in the instruction program via the successful acquisition of extramural grants for instructional equipment, etc.; course initiation and major revision of existing courses; successful innovations in teaching methods; effective counseling and advising of students; and the achievements of former students.

### ***Research Expectations***

The candidate for research associate professor or research professor must have established and maintained a research program that has earned international or outstanding national recognition in the candidate's area of specialty within the discipline of hospitality or related fields and is acknowledged by leading authorities in the field.

It must be clear to the faculty that the habit of consistent publication, published in leading journals, has been firmly established. Although it is important to demonstrate sustained productivity, the absolute number of publications and presentations is less important than their significance, as measured by citations and reputation among peers in the field of expertise. The publication record will be evaluated considering the candidates other assigned responsibilities.

### ***Service Expectations***

Although service is unlikely to be a major component of the non-tenure track faculty workload, the candidate for senior instructor, senior professor of practice, or research professor is likely to have demonstrated leadership ability and a sustained record of service to the department. Evidence of leadership might include service on department, college, or university policy making and personnel selection committees; substantive contributions in the development and promotion of curricular programs and initiatives; and preparation of department proposals and reports. Professional service could include active participation and leadership in professional organizations or societies.

## **XI. PROFESSORIAL PERFORMANCE AWARD (*UNIVERSITY HANDBOOK C49.1-C49.14*)**

The Professorial Performance Award rewards strong performance at the highest rank with a base salary increase in addition to that provided for by the annual evaluation process. The Performance Award review is neither a form of promotion review, nor a "senior" professoriate. Furthermore, the Professorial Performance Award is not a right accorded to every faculty member at the rank of Professor and does not occur simply as a result of a candidate's routinely meeting assigned duties with a record free of notable deficiencies.

To be considered for a Professorial Performance Award, the candidate must:

1. be a full-time professor and have been in rank at K-State at least six years since the last promotion or Professorial Performance Award;
2. show evidence of sustained productivity in at least the last six years before the performance review; and
3. demonstrate productivity and performance quality comparable to that which would merit promotion to professor according to current approved departmental standards.

Every faculty member will have a different distribution of effort, as such, some may only have teaching and service responsibilities. Nevertheless, the policy of the department is that all full professors are eligible for the award. In the case of faculty who have teaching as a high proportion of the load, evidence of the scholarship of teaching should be presented along with the other forms of evidence that support a strong record of teaching.

### **Submission and Review Process**

The candidate submits a written request for consideration for the Professorial Performance Award to the Department Head by November 15 to be considered during the following January. The timeline and procedure are outlined in Appendix I.

## **XII. CHRONIC LOW ACHIEVEMENT POLICY**

In the Department of Hospitality Management, assessment of faculty performance by the department head during the annual evaluation process uses a rating scale (Appendix 4) that is consistent with the one described in C31.8 of the *University Handbook*.

In accordance with section C31.5 of the *University Handbook*, tenured faculty who in any year earn an overall annual merit salary adjustment evaluation of less than 2.0 classifying the faculty member as eligible for chronic low achievement [which corresponds with the university's Fallen below minimum-acceptable levels of productivity] will receive written notice from the department head that suggests actions to improve their performance. In subsequent annual evaluations, the faculty member will report on activities aimed at improving performance and any evidence of improvement. The names of faculty members who fail to meet minimum standards for the year following the department head's suggested course of action will be forwarded to the dean.

If the tenured faculty member has two successive evaluations or a total of three evaluations in any five-year period in which minimum standards are not met, then "dismissal for cause" will be considered at the discretion of the dean (C31.5). If this decision is made, standards for notice of non-reappointment apply (*University Handbook* Appendix A).

## **XIII. POST-TENURE REVIEW POLICY**

The purpose of post-tenure review at Kansas State University is to enhance the continued professional development of tenured faculty. The process is intended to encourage intellectual vitality and professional proficiency for all members of the faculty throughout their careers, so they may more effectively fulfill the mission of the university. It is also designed to enhance public trust in the University by ensuring that the faculty community undertakes regular and rigorous efforts to hold all of its members accountable for high professional standards.

Kansas State University recognizes that the granting of tenure for university faculty is a vital protection of free inquiry and open intellectual debate. It is expressly recognized that nothing in this policy alters or amends the University's policies regarding removal of tenured faculty members for cause (which are stipulated in the *University Handbook*). This policy and any actions taken under it are separate from and have no bearing on the chronic low achievement or annual evaluation policies and processes. The department policy on post-tenure review follows the overarching purpose, principles, objectives, and procedures in the university policy on post tenure review (*University Handbook*, Appendix W), which was approved by Faculty Senate on February 11, 2014.

### **Department Procedures:**

In the spring semester of each six (6) year period, tenured faculty members will be reviewed. The following events shall modify and reset the post-tenure review clock:

- application for promotion to full professor;
- application for the Professorial Performance Award (*University Handbook* C49);
- receipt of a substantial college, university, national or international award requiring multi-year portfolio-like documentation, such as University Distinguished Professor, University Distinguished Teaching Scholar, an endowed chair, or other national/international awards (see list of Faculty Awards <http://www.k-state.edu/provost/resources/natlwards.html>).

The schedule for post-tenure review could also be delayed for one year to accommodate sabbatical leave, a major health issue, or another compelling reason, provided that both the faculty member and department/unit head approve the delay.

The department head reviews the last six annual evaluations and up to a two-page statement that is prepared by the faculty member, if they choose to provide one. The department head prepares a letter of review and

meets with the faculty member. Alternately, when requested by the faculty member being reviewed, an ad hoc faculty committee with multi-year staggered terms provides the review instead of the department head. If there are less than three members of the HM faculty eligible to conduct the review, tenured faculty from other departments in the College will be recruited to conduct the review. Based on their findings, the committee writes a recommendation letter to the department head.

If the faculty member's prior six annual evaluations resulted in ratings of met or exceeded expectations, the faculty member will be evaluated as demonstrating appropriate contributions to the university. The department head will forward to the dean the outcomes of the reviews completed each year.

**APPENDIX 1: TIMETABLE OF ACTIONS FOR REAPPOINTMENT OF FACULTY ON  
REGULAR APPOINTMENTS**

## Annual Evaluation Process for Tenured and Term Appointments

Date	Expectation
Mid-September	<ul style="list-style-type: none"> <li>• Submit evaluation materials for <i>prior academic year (August 1- July 31)</i>. See Appendix 2 for formatting guidelines.</li> <li>• The unit head will prepare a written evaluation for each faculty and professional staff person, whether full or part-time, regular or term.</li> </ul>
October and November	<ul style="list-style-type: none"> <li>• Faculty members/professional staff will individually meet with the department head to review and discuss the written annual evaluation. Before the head submits it to the next administrative level, each faculty or unclassified professional must sign a statement acknowledging the opportunity to review and discuss the evaluation. Faculty and/or unclassified professional may also submit a written statement of unresolved differences regarding their evaluations. The signed acknowledgement and written response are due no later than seven (7) working days after the meeting with the head.</li> </ul>
Early-February	<ul style="list-style-type: none"> <li>• Department Head forwards the following to the dean:               <ul style="list-style-type: none"> <li>• A written evaluation for each regularly appointed faculty or unclassified professional employed for at least three months during the calendar year.</li> <li>• A recommended merit salary adjustment for each faculty member or unclassified professional that should be based a three-year rolling average (current year overall rating, plus two preceding year overall ratings).</li> <li>• Documentation (e.g., a statement signed by the individual evaluated) establishing that there was an opportunity to examine the written evaluation and to discuss with the evaluator the individual's resulting relative standing for the purpose of merit salary increase in the unit.</li> <li>• Any written statements submitted by faculty or unclassified professionals of unresolved differences regarding their evaluations.</li> </ul> </li> </ul>
Early-April	<ul style="list-style-type: none"> <li>• Dean forwards summary evaluations materials to the Provost.</li> </ul>
End-April	<ul style="list-style-type: none"> <li>• Provost returns evaluations comments and evaluations to deans and department heads.</li> </ul>

## Reappointment & Annual Evaluation for Faculty on the *First Year* of Regular Non-Tenure Track Appointments

Faculty members on the first year of a probationary appointment are evaluated in January to determine whether they will be reappointed for another year. Faculty members must be explicitly informed by the dean in writing of a decision not to renew their appointments in accordance with The Standards of Notice of Non-Reappointment (*University Handbook C162.3*).

<b>Date</b>	<b>Expectation</b>
Before January 15	<ul style="list-style-type: none"> <li>• Submit documents addressing the first semester activities/accomplishments in the format for annual evaluation. This material will only be used for the reappointment decision. The first actual annual evaluation will occur with the submission of materials in the September following their appointment. See Appendix 2 for formatting guidelines.</li> </ul>
Late-January	<ul style="list-style-type: none"> <li>• Candidate's documents are made available for review by faculty at or above the rank being sought (eligible faculty) for a period of no less than fourteen (14) days.</li> <li>• In the case of an instructor, professor of practice, or professor of practice going up for promotion, eligible faculty will include any senior instructors or senior professors of practice, along with all tenured</li> </ul>
Late-January to Early-February	<ul style="list-style-type: none"> <li>• Eligible faculty will meet at least fourteen (14) calendar days after the file is made available for the eligible faculty members to discuss the candidate's eligibility for reappointment.</li> <li>• Five (5) calendar days after the meeting of eligible faculty, said faculty must submit a written recommendation via letter to the head concerning their reappointment recommendation with substantive comments to justify their vote.</li> <li>• Any member of the eligible faculty may, prior to the submission of any recommendation to the department head/chair, request the candidate meet with the eligible faculty to discuss, for purposes of clarification, the record of accomplishment submitted by the candidate.</li> </ul>
Early-February	<ul style="list-style-type: none"> <li>• Department head meets with candidate and provides a letter, which includes their recommendation and the rationale for the recommendation, redacted comments to protect anonymity, and the faculty vote to the candidate. The letter will become part of the candidate's reappointment file.</li> </ul>
Before February 15	<ul style="list-style-type: none"> <li>• The department head letter, along with all recommendations and non-redacted written comments of the department's eligible faculty members, and the candidate's complete file, are forwarded to the dean.</li> </ul>
March 1	<ul style="list-style-type: none"> <li>• Faculty members in the first contract year are notified if they will not be reappointed for the next academic year.</li> </ul>

## Reappointment & Annual Evaluation for Faculty on their *Second and Subsequent Years* of a Regular Non-Tenure Track Appointments

In addition to the annual review, faculty members on regular non-tenure track appointments are evaluated during the annual review process to determine whether they will be reappointed for another year. Faculty members must be explicitly informed by the dean in writing of a decision not to renew their appointments in accordance with The Standards of Notice of Non-Reappointment (*University Handbook C162.3 & Appendix A*).

Date	Expectation
Mid-September	<ul style="list-style-type: none"> <li>Submit evaluation materials for <i>prior academic year (August 1- July 31)</i>. See Appendix 2 for formatting guidelines.</li> </ul>
Late-September	<ul style="list-style-type: none"> <li>Candidate's documents are made available for review by faculty at or above the rank being sought (eligible faculty) for a period of no less than fourteen (14) days.               <ul style="list-style-type: none"> <li>In the case of an instructor or professor of practice going up for promotion, eligible faculty will include any senior instructors or senior professors of practice, along with all tenured faculty.</li> </ul> </li> </ul>
Early- to Mid-October	<ul style="list-style-type: none"> <li>Eligible faculty will meet at least fourteen (14) calendar days after the file is made available for the eligible faculty members to discuss the candidate's eligibility for reappointment.</li> <li>Five (5) calendar days after the meeting of eligible faculty, said faculty must submit a written recommendation via letter to the head concerning their reappointment recommendation with substantive comments to justify their vote.</li> <li>Any member of the eligible faculty may, prior to the submission of any recommendation to the department head/chair, request the candidate meet with the eligible faculty to discuss, for purposes of clarification, the record of accomplishment submitted by the candidate.</li> </ul>
Early-November	<ul style="list-style-type: none"> <li>Department head meets with candidate and provides a letter, which includes their recommendation and the rationale for the recommendation, redacted comments to protect anonymity, and the faculty vote to the candidate. The letter will become part of the candidate's reappointment file.</li> </ul>
Before November 15	<ul style="list-style-type: none"> <li>The department head letter, along with all recommendations and non-redacted written comments of the department's eligible faculty members, and the candidate's complete file, are forwarded to the dean.</li> </ul>
Before December 15	<ul style="list-style-type: none"> <li>Faculty members in the second and subsequent contract year are notified if they will not be reappointed.</li> </ul>



## Reappointment Review for Faculty on the *First Year* of Probationary Appointment

Faculty members on the first year of a probationary appointment are evaluated in January to determine whether they will be reappointed for another year. Faculty members must be explicitly informed by the dean in writing of a decision not to renew their appointments in accordance with The Standards of Notice of Non-Reappointment (*University Handbook C162.3*).

Date	Expectation
Before January 15	<ul style="list-style-type: none"> <li>• Submit documents addressing the first semester activities/accomplishments in the format for annual evaluation. This material will only be used for the reappointment decision. The first actual annual evaluation will occur with the submission of materials in the September following their appointment. See Appendix 2 for formatting guidelines.</li> </ul>
Late-January	<ul style="list-style-type: none"> <li>• The department head will make the candidate's reappointment file available to all tenured faculty members in the department.</li> </ul>
Late-January to Early-February	<ul style="list-style-type: none"> <li>• Tenured faculty will meet at least fourteen (14) calendar days after the file is made available for the eligible faculty members to discuss the candidate's eligibility for reappointment and progress toward tenure.</li> <li>• Five (5) calendar days after the meeting of eligible faculty, said faculty must submit a written recommendation via ballot to the head concerning their reappointment recommendation with substantive comments to justify their vote.</li> <li>• Any member of the eligible faculty may, prior to the submission of any recommendation to the department head/chair, request the candidate meet with the eligible faculty to discuss, for purposes of clarification, the record of accomplishment submitted by the candidate.</li> </ul>
Early-February	<ul style="list-style-type: none"> <li>• Department head meets with faculty member to discuss the candidates progress toward tenure.</li> </ul>
Before February 15	<ul style="list-style-type: none"> <li>• Department head forwards recommendation for reappointment to the dean. The letter will become part of the candidate's reappointment file. This letter along with, all recommendations and non-redacted written comments of the department's eligible tenured faculty members, and the candidate's complete file are also forwarded to the dean.</li> </ul>
March 1	<ul style="list-style-type: none"> <li>• Faculty members in the <i>first</i> contract year are notified if they will not be reappointed for the next academic year.</li> </ul>

## Reappointment & Annual Evaluation for Faculty on *Second and Subsequent* Years of Probationary Appointments

In addition to the annual review, faculty members on probationary appointments are evaluated during the annual review process to determine whether they will be reappointed for another year. Faculty members must be explicitly informed by the dean in writing of a decision not to renew their appointments in accordance with The Standards of Notice of Non-Reappointment (*University Handbook C162.3*).

Date	Expectation
Mid-September	<ul style="list-style-type: none"> <li>Submit evaluation materials for <i>prior academic year (August 1- July 31)</i>. See Appendix 2 for formatting guidelines.</li> </ul>
Late-September	<ul style="list-style-type: none"> <li>The department head will make the candidate's reappointment file available to all tenured faculty members in the department.</li> </ul>
Early- to Mid-October	<ul style="list-style-type: none"> <li>Tenured faculty will meet at least fourteen (14) calendar days after the file is made available for the eligible faculty members to discuss the candidate's eligibility for reappointment and progress toward tenure.               <ul style="list-style-type: none"> <li>The cumulative record of annual evaluations completed by the department head and provided to the candidate, accompanying explanations forwarded to the candidate from previous reappointment meetings, and any written comments from relevant individuals outside the department will also be made available to the eligible faculty at the request of the eligible faculty members (see <i>University Handbook C53.2</i> and Appendix A).</li> </ul> </li> <li>Five (5) calendar days after the meeting of eligible faculty, said faculty must submit a written recommendation via ballot to the head concerning their reappointment recommendation with substantive comments to justify their vote.</li> <li>Any member of the eligible faculty may, prior to the submission of any recommendation to the department head/chair, request the candidate meet with the eligible faculty to discuss, for purposes of clarification, the record of accomplishment submitted by the candidate.</li> </ul>
Early-November	<ul style="list-style-type: none"> <li>Department head meets with faculty member to discuss the candidates progress toward tenure.</li> </ul>
Before November 15	<ul style="list-style-type: none"> <li>Faculty members in their second and subsequent contract years evaluated and recommendation for reappointment forwarded to the dean. The letter will become part of the candidate's reappointment file. This letter along with, all recommendations and non-redacted written comments of the department's eligible tenured faculty members, and the candidate's complete file are also forwarded to the dean.</li> </ul>
Before December 15	<ul style="list-style-type: none"> <li>Faculty members in the second contract year are notified if they will not be reappointed for the next academic year.</li> </ul>

## Mid-Tenure Review Process for Probationary Appointments

Date	Expectation
Before January 10	<ul style="list-style-type: none"> <li>• Candidate submits documentation to the department head. See Appendix 2 for formatting guidelines.</li> <li>• Documents are made available to tenured faculty for review for a period of no less than 14 days.</li> <li>• A cumulative record of written recommendations and accompanying explanations forwarded to the candidate from previous reappointment meetings will also be made available to the eligible tenured faculty.</li> </ul>
Late-January	<ul style="list-style-type: none"> <li>• The Department Head will convene the meeting of eligible tenured faculty and will be present throughout the discussion.</li> <li>• If the candidate or the faculty reviewers so request, the candidate may make comments on their own behalf to the faculty gathered for the review. In this case, the candidate leaves the meeting after making a statement and answering questions.</li> <li>• Five (5) calendar days after the meeting of eligible faculty, said faculty must submit a written recommendation via ballot to the head concerning their reappointment recommendation with substantive comments to justify their vote.</li> </ul>
Early-February	<ul style="list-style-type: none"> <li>• Department head summarizes comments of the tenured faculty in a letter to the candidate, which also provides their own assessment of the candidate.</li> <li>• Tenured faculty members can review the draft letter and correct errors and/or offer suggestions. This letter is provided to the candidate and becomes part of the candidate's file.</li> <li>• If there are instances when the tenured faculty and the Department Head conflict with respect to the performance of a probationary faculty, the Department Head and the tenured faculty must resolve the differences to ensure that probationary faculty member does not receive conflicting messages regarding their development. In cases where differences cannot be resolved, the candidate should be informed of the differences.</li> <li>• The candidate has the right to submit a written response that becomes part of the file.</li> <li>• The department head meets with the candidate to discuss the review and assessment. Department head's letter is forwarded to the dean. Dean forwards letter to the College Promotion and Tenure Committee.</li> </ul>
Late-February	<ul style="list-style-type: none"> <li>• College Promotion and Tenure Committee reports its findings to the dean.</li> </ul>
One week after college promotion and tenure committee report to the dean	<ul style="list-style-type: none"> <li>• Dean notifies candidate and department head of the results of the College Promotion and Tenure Committee and dean's evaluation.</li> </ul>

## Promotion and Tenure Evaluation Process for Probationary Appointments

Date	Expectation
July 15	<ul style="list-style-type: none"> <li>• Candidate Submits a list of three possible reviewers who can review and comment upon the candidate’s dossier in relation to the criteria for promotion.</li> <li>• Department head develops a list of three additional candidates in the candidate’s area of specialization for review and consults with the eligible tenured faculty.</li> <li>• It is recommended that the department head reach out to these individuals to ensure they are able and willing to provide a review based on the proposed timeline.</li> </ul>
Before August 1	<ul style="list-style-type: none"> <li>• Candidate submits documentation to department head. Department head verifies that the documentation is complete and appropriately formatted.</li> </ul>
August 15	<ul style="list-style-type: none"> <li>• The department head will send a letter, the candidate’s vita, and other supporting materials to two reviewers selected by the candidate and to two reviewers selected by the Department of Hospitality Management Promotion and Tenure Committee (i.e., four total).</li> </ul>
October 1	<ul style="list-style-type: none"> <li>• Review documents from external reviewers’ due back to department head.</li> </ul>
Before October 7	<ul style="list-style-type: none"> <li>• Candidate’s documents are made available for review by tenured faculty at or above the rank being sought (eligible faculty) for a period of no less than fourteen (14) days.</li> </ul>
October 24-October 30	<ul style="list-style-type: none"> <li>• Eligible faculty members meet to discuss tenure and promotion decisions and submit individual written ballots to department head.</li> <li>• Eligible faculty members may request a meeting with the candidate prior to submitting recommendations.</li> </ul>
November 1	<ul style="list-style-type: none"> <li>• Department head submits their recommendation and documents (including ballots from eligible faculty evaluations) to the dean.</li> <li>• Dean forwards documents to College Promotion and Tenure Committee.</li> </ul>
December 1	<ul style="list-style-type: none"> <li>• College Promotion and Tenure Committee reports its findings to the dean.</li> </ul>
One-week committee report to Dean	<ul style="list-style-type: none"> <li>• Dean notifies candidate and department head of the results of the College Promotion and Tenure Committee and dean’s evaluation. Candidate may withdraw from evaluation within seven (7) days.</li> </ul>
December 16	<ul style="list-style-type: none"> <li>• Dean submits documents and recommendation to Deans Council of those candidates who have not withdrawn.</li> </ul>
Early-February	<ul style="list-style-type: none"> <li>• Dean notifies candidate and department head of the Deans Council recommendation. Deans Council sends recommendations to the provost. Candidates not recommended by the Deans Council have fourteen (14) days to appeal to the provost.</li> </ul>
Late-February	<ul style="list-style-type: none"> <li>• Provost sends recommendations for tenure and promotion to President.</li> </ul>
Mid-March	<ul style="list-style-type: none"> <li>• Provost informs candidates of decision.</li> </ul>

### Promotion Process for Non-Tenure Track Faculty

Date	Expectation
July 15	<ul style="list-style-type: none"> <li>• Candidate expresses in writing (which can be provided via email) to the department head the intention to seek promotion in rank.</li> </ul>
Before August 1	<ul style="list-style-type: none"> <li>• Candidate submits documentation to department head as outlined in this document. Department head verifies that the documentation is complete and appropriately formatted.</li> </ul>
Before October 7	<ul style="list-style-type: none"> <li>• Candidate’s documents are made available for review by faculty at or above the rank being sought (eligible faculty) for a period of no less than fourteen (14) days.               <ul style="list-style-type: none"> <li>• In the case of an instructor or professor of practice going up for promotion, eligible faculty will include any senior instructors or senior professors of practice, along with all tenured faculty.</li> </ul> </li> </ul>
October 24-October 30	<ul style="list-style-type: none"> <li>• Eligible faculty members meet to discuss promotion decisions and submit written ballots to department head.</li> <li>• Eligible faculty members may request a meeting with the candidate prior to submitting recommendations.</li> </ul>
November 1	<ul style="list-style-type: none"> <li>• Department head submits their recommendation and documents (including ballots from eligible faculty evaluations) to the dean.</li> <li>• Dean forwards documents to College Promotion and Tenure Committee.</li> </ul>
December 1	<ul style="list-style-type: none"> <li>• College Promotion and Tenure Committee reports its findings to the dean.</li> </ul>
One-week committee report to Dean	<ul style="list-style-type: none"> <li>• Dean notifies candidate and department head of the results of the College Promotion and Tenure Committee and dean’s evaluation. Candidate may withdraw from evaluation within seven (7) days.</li> </ul>
	<ul style="list-style-type: none"> <li>•</li> </ul>
	<ul style="list-style-type: none"> <li>•</li> </ul>
	<ul style="list-style-type: none"> <li>•</li> </ul>
	<ul style="list-style-type: none"> <li>•</li> </ul>

## Professorial Performance Award

Date	Expectation
On or before November 15	<ul style="list-style-type: none"> <li>The candidate submits a written request for consideration for the Professorial Performance Award to the Department Head.</li> </ul>
Last day of Fall finals week	<ul style="list-style-type: none"> <li>Eligible candidates for review compile and submit a file that documents her or his professional accomplishments for at least the previous six years in accordance with the criteria, standards, and guidelines established within this document.</li> </ul>
Mid-January	<ul style="list-style-type: none"> <li>Candidate will respond to a possible request for supportive and/or clarifying documentation from the Department Head.</li> <li>Department head makes the material available for faculty review.</li> <li>The Department Head will allow at least five business days for faculty at an equivalent rank to review the materials submitted and convene a meeting of the faculty to discuss the application.</li> </ul>
February 1	<ul style="list-style-type: none"> <li>HM faculty at an equivalent rank, not including the candidate, cast confidential ballots. If a majority of the department faculty supports the award, a positive recommendation will be made.</li> </ul>
Mid-February	<ul style="list-style-type: none"> <li>The department head provides a written evaluation and recommendation to the candidate and meets with the candidate to discuss. Within seven (7) working days, the candidate can submit written statements of unresolved differences regarding their evaluation to the department head and dean.</li> </ul>
March 1	<ul style="list-style-type: none"> <li>The department head submits to the dean a final written evaluation and recommendation, the candidate's materials, and other materials as described in the <i>University Handbook</i> C49.7. A copy of the department head's final recommendation is provided to the candidate.</li> </ul>
Mid-March	<ul style="list-style-type: none"> <li>Dean forwards recommendations to the provost along with the candidate's materials.</li> </ul>
Mid-April	<ul style="list-style-type: none"> <li>Provost approves or denies the award.</li> </ul>

**APPENDIX 2: STANDARD PROCEDURES AND FORMAT FOR SUBMISSION OF ANNUAL EVALUATION MATERIALS**

## STANDARD PROCEDURES AND FORMAT FOR SUBMISSION OF ANNUAL EVALUATION MATERIALS

Annual reappointment evaluation documentation in the department will comply with the following format requirements except when the faculty member is being reviewed at mid-tenure and for tenure and promotion at which times they will use the university-required formats. The document will be known as the Faculty Activity Report. The Faculty Activity Report is due on or about September 15.

1. Cover sheet indicating name, rank, and years at rank for all faculty.
2. Goals for the academic year being evaluated notated with comments about activities and accomplishments of those goals (2-page maximum).
3. The candidate's current vita with all items accomplished/completed in the academic year being evaluated highlighted in yellow.
4. At most, a two-page summary of the candidate's activities and accomplishments in teaching and advising/mentoring for the academic year being evaluated and a discussion on the significance of their work to the academic program(s).
  - This statement must include the tenths distribution the faculty member has assigned for teaching and the following for each course taught: course number/name, credit hours/contact hours per week, and enrollment. TEVAL results for "overall effectiveness," and "amount learned" for each course taught during the evaluation period should be presented. This section may also include information about independent studies, honor student mentoring, etc.
  - Consideration will be given for new preparations, major re-work on a course, or new or innovative approaches to teaching the course.
  - This section may also include a discussion of unique circumstances in or out of the classroom that contributed either positively or negatively to the overall classroom experience.
2. Faculty must include the online TEVAL report for each class taught. The full report should be included, including numerical assessment and all students' comments. Faculty may wish to add supplemental questions to the TEVAL and are welcome to include these within their evaluation. Faculty can also submit peer evaluations of teaching, if completed.
3. For undergraduate advising/mentoring, it must contain the number of undergraduate advisees or mentees assigned; the number of graduate advisees assigned; and the number of graduate student supervisory committees (indicate if chair).
4. At most, a one-page summary of the candidate's activities and accomplishments for scholarship and research. The faculty member should indicate the tenths distribution for scholarship/research.
  - Summary should include the following:
    - a listing of published manuscripts, papers submitted or in-progress (even though given no weight), book chapters or books, in a focused area of scholarship in the academic year being evaluated and a discussion of the significance and impact of the faculty member's work;
    - listing of all grant proposals, including a listing of proposals submitted or funded, including information on funding agencies, amount requested and funding decision.
    - Listing of presentations and engagement/impact activities related to research and scholarship, including dates, locations, whether invited or volunteered. For impact activities, provide a brief statement of the activity and number of participants.
  - Each manuscript or grant should include names and titles of all authors, author order, journal name and page numbers (if applicable), in proper APA format.
5. At most, a one-page summary of the candidate's service (service, engagement, and outreach) activities in the academic year being evaluated and their significance. This should include non-directed service (department, college, university, profession, and public), directed service (e.g., program director), media appearances, and interviews.
6. Goals for the upcoming year.

*Please note: For the reports related to teaching, scholarship/research, and service noted above, faculty are highly encouraged to use the report generated from the College of Health and Human Sciences Professional Comprehensive Accomplishments Tracking System.*



**APPENDIX 3**  
**ANNUAL EVALUATION RATING SHEET**

**Annual Evaluation Rating Sheet**  
**Department of Hospitality Management**  
**College of Health and Human Sciences | Kansas State University**

**Faculty Name:** \_\_\_\_\_ **Calendar Year:** \_\_\_\_\_

Activity	Time Allocation (in tenths)*	x	Numerical Rating	=	Total Rating
Teaching/Advising/Mentoring		x		=	
Scholarship		x		=	
Service		x		=	
<b>Numerical Evaluation Score</b>					
<b>Collegiality/Academic Citizenship Comments</b>					

\*Full-time will equal 1.0 on an annual basis.

**OVERALL RATING FOR CALENDAR YEAR**

- Exceeded Overall Expectations (3.50 – 4.00 or higher)
- Met Overall Expectations (2.50 – 3.49)
- Fallen below expectations but met minimum-acceptable levels of productivity (2.00 – 2.49)
- Fallen below minimum acceptable levels of productivity (<2.00)

Department Head Signature: \_\_\_\_\_ Date: \_\_\_\_\_

Faculty Signature: \_\_\_\_\_ Date: \_\_\_\_\_

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Faculty Comments (if any)