

Department of Fashion and Interior Design

Reappointment, Tenure, Promotion and Review

I. Introduction

This policy explains the procedures, criteria, and standards of the Department of Fashion and Interior Design for evaluating faculty for annual reappointment, tenure, rank promotions and annual review. This statement complies with the MSU Faculty Handbook and is to supplement, not replace, relevant sections of these documents. In addition to the Department of Fashion and Interior Design Policy for Reappointment, Promotion, and Tenure, faculty in the department seeking reappointment, tenure, and promotion or submitting for annual review should be familiar with the following university documents:

Faculty Handbook

Section 3.3.3 General Criteria for tenure and promotion

Section 3.4 Requirements for Appointment, Tenure and Promotion of Tenure-Track Faculty

Section 4.2 Evaluation of Faculty with standard appointments

College of Business Administration

Minimum Standards for Establishing and Maintaining Faculty Qualifications

Workload Guidelines

Provost's Office/Web Site

Promotion, Tenure, and Annual Appointment Guidelines

Evaluation and Compensation Plan Policy: Appendix A: Performance Weights and Workloads

The current Academic Work Calendar.

Each faculty member in the Department of Fashion and Interior Design is expected to participate in teaching, research/scholarly/creative, and service activities. All evaluations for annual reappointment, tenure, promotion and review (RTPR) will be based on faculty performance in these three areas. Activities in each of these areas include, but are not limited to, the following:

Teaching: All activities involving the instruction of students in the classroom to develop educated persons. Direction of seminars, independent studies, internships, and supervised student teaching; career and academic advisement of students; designing or revising course materials,

teaching methods or instructional aids; participation in workshops or seminars designed for improvement of teaching.

Research/Scholarship: Activities directed toward the discovery and dissemination through peer reviewed and non-peer reviewed materials. Scholarly productivity may include, articles, creative projects, juried presentations, involvement in student creative projects or research, funding from internal grant or external agency.

Service: Activities include university citizenship to our program, department, college and university service as well as professional and public service at community, state, national and international level.

II. Committee and Application of Policy

The tenure committee will consist of all tenured faculty from the FID department. If there are not five tenured faculty in the department, additional faculty outside the department will be appointed by the Dean. The promotion committee will consist of all faculty holding the prospective rank (or higher rank) of the faculty member eligible for promotion that are also serving on the tenure committee. The Chair of the previous year's committee will call the committee meeting to order each year and as the first item of business elect the present year's chairperson. The department head will not serve on the committee nor participate in its deliberations.

The policies will apply for faculty appointments commencing on or after January 1, 2013. For faculty appointments commencing before that date, these policies shall not apply to the tenure decision or the next promotion decision, unless the faculty member elects to follow the guidelines of this document. The policies will apply to all subsequent promotion decisions regardless or the consent of the faculty member. Each faculty member should annually update Digital Measures by January 31st.

This document can be amended by a 2/3 vote of the tenured ranked faculty in the Department of Fashion and Interior Design.

III. Procedures for Annual Appointment of Probationary Faculty (those on a tenure track but without tenure):

Each year as part of the regular review the tenure-eligible faculty member will submit documentation to be evaluated for progress toward tenure. The Tenure and Promotion Committee will specify in writing the

progress of the tenure-eligible faculty member toward tenure as satisfactory, questionable, or unsatisfactory and identify areas in which the faculty member is doing well, as well as, specific areas needing improving. After having read the Tenure and Promotion Committee reports, the department head will evaluate progress toward tenure as satisfactory, questionable (and identifying areas for improvement and providing specific suggestions), or unsatisfactory (providing specific rationale). The department head will discuss the committee and department head evaluations with the tenure-eligible faculty member. A copy of both the Tenure and Promotion Committee report and the Department Head evaluation will be signed by the faculty member, placed in the department personnel file, and forwarded to the dean. This review will constitute that year's regular performance review for the tenure-eligible faculty member. All faculty are encouraged to construct and maintain a professional portfolio of their activities. The portfolio or similar documentation will be required for application of annual reappointment, tenure, or promotion. The portfolio should contain the following:

A. Required Documents for Application Packet for Tenure and/or Promotion (See Tenure & Promotion website)

1. Application Form (signed by dean indicating eligibility and decision regarding current application from each level. DPC, DH, Dean)
2. Current Vita
3. Matrix (Table) with departmental T/P requirements listed in Column 1 and faculty related faculty accomplishments in Column 2
4. Personal Summary Statement
5. Yearly Performance Reviews (should have three [Dept., DH, Dean] for each year of the probationary period)
6. External Review Letters
7. Guidelines used for current evaluation (could be those in place at time of hire or could be more recent if chosen by the faculty member)
8. Teaching Activities (see Teaching Evaluation)
9. Research and Scholarly/Creative Activities (see Research/Scholarship Evaluation)
10. Service Activities (see Service Evaluation)

B. Tenure and Promotion Procedures

The tenure-eligible faculty member will submit appropriate documentation packet related to teaching, research and service activities to the departmental Tenure and Promotion Committee following the timeline specified by the Office of the Provost. These materials include, but are not limited to a current curriculum vita, a letter summarizing accomplishments in teaching, research, and service, and a teaching portfolio. The departmental Tenure and Promotion committee will make an initial recommendation concerning tenure based on the documentation submitted by the tenure-eligible faculty member. The departmental Tenure and Promotion Committee will summarize the evaluations and submit a written recommendation to the department head. The department head will independently evaluate the

candidate's credentials and, in conjunction with the Tenure and Promotion Committee report, make a recommendation. A written explanation of the departmental recommendations will be provided to the candidate. The candidate will sign the recommendation before it is forwarded to the dean.

Each year before the faculty member applies for tenure, the department Tenure and Promotion Committee and the department head shall specify in writing one of the following three opinions:

- Progress toward tenure/promotion is satisfactory
- Progress toward tenure/promotion is questionable, identifying areas for improvement and providing specific suggestions.
- Progress toward tenure/promotion is unsatisfactory, providing specific rationale.

In each instance, the dean will make a recommendation and forward all recommendations to the Provost's Office. At each level of evaluation, the candidate will be informed of the results. The candidate has the right to challenge the committee's, department head's or dean's recommendation by following the appeal process stated in the Faculty Handbook.

C. Promotion Procedures

The promotion-eligible faculty member will submit appropriate documentation related to teaching, research, and service activities to the departmental Tenure and Promotion Committee. These materials include, but are not limited to a current curriculum vita, a letter summarizing accomplishments in teaching, research, and service, and a teaching portfolio. Only activities accomplished by the candidate since the last promotion will be considered. The candidate will sign the recommendation before it is forwarded to the dean. If the department head and the committee cannot agree, or if the COBA dean disagrees with the recommendation, the dean may ask a college committee to review the application and make a recommendation. The dean will make an independent recommendation and forward all recommendations to the Provost's Office. At each level of evaluation, the candidate will be informed of the results. The candidate has the right to challenge the committee's, department head's or dean's recommendation by following the appeal process stated in the Faculty Handbook.

IV. Standards Promotion and Tenure

The requirements for promotion and tenure in the Department of Fashion and Interior Design are consistent with the requirements stated in the Faculty Handbook (Section 3.4). Applicants should bear in mind that the requirements stated in the Faculty Handbook indicate the conditions a faculty member must meet in order to be minimally eligible for consideration for a change in status. The following information for each academic rank is intended to enhance but not contradict the requirements stated in the Faculty Handbook.

Instructor (Hired after January 1, 2007)

The position of Instructor is the lowest level of non-tenured full-time faculty at the university and as such there is no mechanism for promotion to this position. Instructors are expected to provide leadership in teaching, contribute to course and curriculum development and provide appropriate university service. It is expected that an Instructor should hold at least a Master's degree before employment. These faculty members are not eligible to apply for tenure, sabbatical leave, or educational leave. If an Instructor applies for a tenure-track position in the department and is hired for that position, the years spent as an Instructor cannot be counted towards tenure or promotion to a higher rank.

Senior Instructor

Instructors are eligible to apply for appointment to senior instructor in the fall semester of their 5th year of employment with the university. Number of years is not an entitlement for this promotion and judgments will be made at all levels based on standards for excellence.

A recommendation for an appointment as Senior Instructor will be based on evidence of sustained excellence in teaching, including (but not limited to) student course evaluations, peer evaluations, artifacts of curricular development, student learning outcomes, and other supporting documentation included as part of the applicant's written summary detailing rationale for the requested appointment. The appointment cannot exceed a period of 5 years but the individual can be reappointed to the same rank for additional terms. A Senior Instructor is not eligible for tenure or promotion to Assistant Professor. However, a person who is an Instructor or Senior Instructor, could apply and be hired for an advertised tenure-track position if he or she meets the requirements of the job description. In this case, the years of service as Instructor or Senior Instructor will not count toward tenure or promotion.

Ranked Tenured or Tenure-Track Faculty

There are three possible levels of ranked faculty in the Department of Fashion and Interior Design as per the 2007 Faculty Handbook. The granting of tenure and the promotion are two separate processes, requiring two separate applications and two separate evaluations. However, for many faculty members, these two applications, and the resulting two evaluations, occur at the same time. The granting of tenure and/or the promotion is based on achievement as opposed to time served. The granting of tenure and/or promotion is evidenced by a sustained record of effectiveness in teaching, research/scholarly/creative activity, and service.

Tenure of an Assistant Professor

For individuals hired after January 1, 2007, the rank of Assistant Professor is the entry level rank for tenure-track faculty at Missouri State University. Only instructors hired prior to January 1, 2007 are eligible for promotion to the rank of Assistant Professor. Appointment to the rank of Assistant Professor requires a terminal degree. While an Assistant Professor is minimally eligible for tenure after completing

three years of service to Missouri State, it is the present policy of the University not to grant tenure to those minimally eligible; rather, the policy is to delay the granting of tenure until six years of service to the University have been completed except in rare circumstances and for compelling reasons. Assistant Professors who are minimally eligible for tenure should discuss their particular situations with the Department Head prior to making application. The granting of tenure and/or promotion to the rank of an Assistant Professor is evidenced by a sustained record of effectiveness in teaching, research/scholarly/creative activity, and service.

Teaching effectiveness: It is expected that each faculty member should undertake his/her fair share of the teaching load and demonstrates sustained quality of teaching. Ways of measuring teaching effectiveness include, but are not limited to, student evaluations and testimonials, syllabi and policy statements, proposals for new courses, and letters of recognition or awards (both internal and external) (4.2.1.3). Faculty members are also strongly encouraged to engage in activities designed to improve their teaching skills and their effectiveness in the classroom. Such activities include workshops on and off campus as well as participate in meetings specifically designed to improve skills and currency in the field.

Required:

1. Develops, communicates and consistently applies clearly defined standards of performance in teaching and learning activities.
2. Evaluates student performance based on the course objectives
3. Establishes opportunities for student consultation with faculty
4. Utilizes a variety of teaching methods that promotes an environment conducive to learning.
5. Revises course content to reflect current information

Encouraged:

1. Initiates and participates in curriculum development and revision as needed
2. Provides learning experiences that encourage critical thinking
3. Provides opportunities that promote student creativity

Outstanding:

1. Develops teaching materials or approaches that serve as exemplars
2. Receives recognition or award for outstanding teaching
3. Participates on Graduate Student research committees

Research effectiveness: Evidence of research effectiveness may include such activities as scholarly (peer-reviewed) publications, presentations, grants, and juried creative products. The Tenure and Promotion committee shall judge these activities on the basis of their overall scholarly/creative quality. This judgment will be based on factors including but not limited to peer review. For tenure and/or promotion to Assistant Professor each faculty member must demonstrate a sustained record of publishing

in appropriate peer-reviewed publications, peer-reviewed presentations at discipline-related conferences or meetings, and/or juried creative products.

Required:

1. Pursues program of scholarship
2. Quality scholarly productivity as an average of one peer-reviewed publication involving original, applied or integrative research per year in rank.
3. Participates in educational or clinical activities that promote scholarship

Encouraged:

1. Participates as a presenter at a professional conference
2. Obtains funding for intramural or extramural grants as a principle investigator or co-investigator
3. Submits research or clinically based scholarly materials for publication
4. Acts as an expert consultant in area of professional expertise

Outstanding:

1. Serves as an editor for a professional journal
2. Receives recognition or award for outstanding scholarship
3. Obtains substantial funding for extramural grants as a principle investigator or co-investigator

Service Effectiveness: Due to the size of the Department of Fashion and Interior Design, faculty members are often overburdened with service activities. Faculty members should show evidence of efforts to serve the department, college, and university as well as the broader community. It is up to each faculty member to provide evidence as to the merit of his/her service efforts. At the very minimum it is expected that all faculty members will undertake the various activities necessary for the smooth operation of the department. It is also expected that each faculty member should undertake his/her fair share of committee assignments. Other ways in which the faculty members can be involved in service include participation in college and university level committees as well as through the provision of evidence of participating in community level activities.

Required:

1. Actively participates in departmental and college committees or initiatives
2. Actively participates in discipline related community organizations initiatives

Encouraged:

1. Actively participates in university committees or initiatives
2. Provides leadership in departmental, college or university committees and initiatives

Outstanding:

1. Receives recognition or award for outstanding service

Promotion to Associate Professor

Assistant Professors are minimally eligible to apply for promotion to the Associate rank in the same year they become eligible to apply for tenure. The granting of tenure and/or promotion to the rank of Associate Professor is evidenced by a sustained record of effectiveness in teaching, research/scholarly/creative activity, and service.

Teaching effectiveness: It is expected that each faculty member should undertake his/her fair share of the teaching load and demonstrates sustained high quality teaching. Ways of measuring teaching effectiveness include, but are not limited to, student evaluations and testimonials, syllabi and policy statements, proposals for new courses, and letters of recognition or awards (both internal and external) (4.2.1.3). Faculty members are also strongly encouraged to engage in activities designed to improve their teaching skills and their effectiveness in the classroom. Such activities include workshops on and off campus as well as participation in meetings specifically designed to improve faculty teaching skills. Maintain currency of skills.

Required:

1. Develops, communicates and consistently applies clearly defined standards of performance in teaching and learning activities.
2. Evaluates student performance based on the course objectives
3. Establishes opportunities for student consultation with faculty
4. Utilizes a variety of teaching methods that promotes an environment conducive to learning.
5. Revises course content to reflect current information
6. Provides learning experiences that encourage critical thinking

Encouraged:

1. Initiates and participates in curriculum development and revision as needed
2. Develops teaching materials or approaches that serve as exemplars
3. Provides opportunities that promote student creativity

Outstanding:

1. Receives recognition or award for outstanding teaching
2. Participates on Graduate Student research committees

Research effectiveness: Evidence of research effectiveness may include such things as scholarly (peer-reviewed) publications, presentations, grants, and juried creative products. The Tenure and Promotion committee shall judge these activities on the basis of their overall scholarly/creative quality. This judgment will be based on factors including but not limited to peer review. For tenure and/or promotion to Associate Professor each faculty member must demonstrate a sustained record of publication in appropriate peer-reviewed publications, peer-reviewed presentations at discipline-related conferences or meetings, and/or juried creative products. The Department of Fashion and Interior Design recognizes

quality scholarly productivity as an average of one peer-reviewed publication involving original, applied or integrative research per year in rank.

Required:

1. Pursues program of scholarship
2. Quality scholarly productivity as an average of one peer-reviewed publication involving original, applied or integrative research per year in rank.
3. Participates in educational or clinical activities that promote scholarship
4. Submits research or clinically based scholarly materials for publication

Encouraged:

1. Participates as a presenter at a professional conference
2. Obtains funding for intramural or extramural grants as a principle investigator or co-investigator
3. Acts as an expert consultant in area of professional expertise

Outstanding:

1. Serves as an editor for a professional journal
2. Receives recognition or award for outstanding scholarship
3. Obtains substantial funding for extramural grants as a principle investigator or co-investigator

Service Effectiveness: Due to the size of the Department of Fashion and Interior Design, faculty members are often overburdened with service activities. Faculty members should show evidence of efforts to serve the department, college, and university as well as the broader community. It is up to each faculty member to provide evidence as to the merit of his/her service efforts. At the very minimum it is expected that all faculty members will undertake the various activities necessary for the smooth operation of the department. It is also expected that each faculty member should undertake his/her fair share of committee assignments. Other ways in which the faculty members can be involved in service include participation in college and university level committees as well as through the provision of evidence of participating in community level activities.

Required:

1. Actively participates in departmental and college committees or initiatives
2. Actively participates in discipline related community organizations initiatives
3. Actively participates in university committees or initiatives

Encouraged:

1. Provides leadership in departmental, college or university committees and initiatives

Outstanding:

1. Receives recognition or award for outstanding service

Promotion to Professor

Associate Professors are eligible to apply for promotion during their fifth year of academic service to Missouri State University in the rank of Associate Professor. Individuals with exceptional records of accomplishments may be granted early promotion. For promotion to the rank of Professor an applicant must have a cumulative record of sustained teaching effectiveness, sustained scholarly productivity including multiple peer-reviewed research publications and/or juried creative products, and substantial service appropriate to the discipline (Faculty handbook 3.4.3). The Department of Fashion and Interior Design recognizes quality scholarly productivity as an average of one peer-reviewed publication involving original, applied or integrative research per year in rank.

Teaching effectiveness: It is expected that each faculty member should undertake his/her fair share of the teaching load and demonstrates sustained high quality teaching. Ways of measuring teaching effectiveness include, but are not limited to, student evaluations and testimonials, syllabi and policy statements, proposals for new courses, and letters of recognition or awards (both internal and external) (4.2.1.3). Faculty members are also strongly encouraged to engage in activities designed to improve their teaching skills and their effectiveness in the classroom. Such activities include workshops on and off campus as well as participation in meetings specifically designed to improve faculty teaching skills.

Maintain currency of skills.

Required:

1. Develops, communicates and consistently applies clearly defined standards of performance in teaching and learning activities.
2. Evaluates student performance based on the course objectives
3. Establishes opportunities for student consultation with faculty
4. Utilizes a variety of teaching methods that promotes an environment conducive to learning.
5. Revises course content to reflect current information
6. Provides learning experiences that encourage critical thinking
7. Provides opportunities that promote student creativity

Encouraged:

1. Initiates and participates in curriculum development and revision as needed
2. Develops teaching materials or approaches that serve as exemplars

Outstanding:

1. Receives recognition or award for outstanding teaching
2. Participates on Graduate Student research committees

Research effectiveness: Evidence of research effectiveness may include such things as scholarly (peer-reviewed) publications, presentations, grants, and juried creative products. The Tenure and Promotion committee shall judge these activities on the basis of their overall scholarly/creative quality. This judgment will be based on factors including but not limited to peer review. For promotion to Professor each faculty member must demonstrate a sustained record of publishing in appropriate peer-reviewed publications, peer-reviewed presentations at discipline-related conferences or meetings, and/or juried creative products. The Department of Fashion and Interior Design recognizes quality scholarly productivity as an average of one peer-reviewed publication involving original, applied or integrative research per year in rank.

For promotion to the rank of Professor the Faculty Handbook requires peer-reviewed research publications and/or juried creative products required for promotion to the rank of Professor although it is expected that the faculty member will demonstrate a high level of productivity and quality. Both the significance and the quantity of the applicant's publications will be considered. Recognition through awards by professional organizations or by peers will also provide evidence as to the merit of the work. Successful grant proposals and grant writing also constitute a significant factor in promotion to the rank of Professor.

Required:

1. Pursues program of scholarship
2. Quality scholarly productivity as an average of one peer-reviewed publication involving original, applied or integrative research per year in rank.
3. Participates in educational or clinical activities that promote scholarship
4. Submits research or clinically based scholarly materials for publication

Encouraged:

1. Participates as a presenter at a professional conference
2. Obtains funding for intramural or extramural grants as a principle investigator or co-investigator
3. Acts as an expert consultant in area of professional expertise

Outstanding:

1. Serves as an editor for a professional journal
2. Receives recognition or award for outstanding scholarship
3. Obtains substantial funding for extramural grants as a principle investigator or co-investigator

Service Effectiveness: Due to the size of the Department of Fashion and Interior Design, faculty members are often overburdened with service activities. Faculty members should show evidence of efforts to serve the department, college, and university as well as the broader community. It is up to each faculty member to provide evidence as to the merit of his/her service efforts. At the very minimum it is expected that all faculty members will undertake the various activities necessary for the smooth operation of the

department. It is also expected that each faculty member should undertake his/her fair share of committee assignments. Other ways in which the faculty members can be involved in service include participation in college and university level committees as well as through the provision of evidence of participating in community level activities.

Required:

1. Actively participates in departmental and college committees or initiatives
2. Actively participates in discipline related community organizations initiatives
3. Actively participates in university committees or initiatives
4. Provides leadership in departmental, college or university committees and initiatives

Encouraged:

1. Serve as local or regional officer in a discipline related professional organization.
2. Serve as an officer in a local or regional community organization.

Outstanding;

1. Receives major recognition or award for outstanding service.
2. Elected to a national office of a professional organizational.

V. Procedures for Annual Performance Evaluations

Every year according to the Calendar for Faculty Evaluation, every faculty member will discuss with the department head (1) the results of the prior performance and (2) objectives for forthcoming performance. Where progressive performance expectations are pertinent, these will be specifically addressed. The results of this meeting will be summarized in writing and placed in the department personnel file with copies provided to the faculty member. Copies of these annual summaries will be reviewed by departmental Tenure and Promotion Committee when needed for reappointment, promotion or tenure recommendations.

Each faculty member is expected to participate in teaching, research/scholarship and service activities that promote the mission and goals of the university, college, and department. The precise terms of employment, stated in the initial appointment contract letter, may vary from one individual to another, but these conditions must conform to the policies in the appropriate Faculty Handbook and be in accordance with performance expectations of other faculty in the Department of Fashion and Interior Design. Specific duties are renegotiated on an annual basis with the department head.

Teaching Evaluation: Teaching of effectiveness is essential in the development of “educated persons.”

Achievement in this area is of critical importance in the department’s evaluation of faculty members for annual reappointment, tenure, or promotion. Candidates for annual reappointment,

tenure, or promotion must show evidence of strong teaching performance. Documentation for each activity should be provided, generally a summary and/or analysis of the activity with indications of changes or new ideas that have been or will be incorporated in teaching based on the activity. Indicators of teaching performance may include (but are not limited to) the following:

- A. **Classroom Teaching:** Statements of teaching philosophy, student evaluations of courses taught, teaching awards, course syllabi, development of appropriate new courses, improvement of existing courses, development of laboratory exercises, rigorous and relevant information presented, updating course content to keep it current.
- B. **Evidence of successful student learning outcomes.** Feedback from alumni and employers, percentage of graduates who successfully compete for jobs, sourcing discipline-related competitions for students to enter, successful student competition for internships, employer evaluations of interns.
- C. **Use of effective modalities.** Wise and useful employment of innovative instructional methods; teaching of full classes during intersession, summer, and evening courses to improve student access; development or teaching of blended, on-line, video, or off-campus courses.
- E. **Professional Development in Teaching:** Attendance at conference sessions related to teaching, workshops or courses taken to enhance teaching skills; initial employment of innovative instructional methods; identifying new resources that promote student learning; updating teaching or subject-matter skills with supporting documentation; learning to use current technology or current software used by students in discipline-related classes; peer ratings; external expert ratings; review of another peer's teaching or course materials; review of peer syllabi with written analysis and summary; teaching awards; teaching portfolio; literature reviews primarily for classroom and other instructional settings for the purpose of improving teaching.
- F. **Other Contributions:** Availability to students through office hours and appointments, supervision of internships or student teaching; discussion of role in mentoring students and their accomplishments.

Research/Scholarship Evaluation: The scholarships of discovery, integration and application are essential elements of the department and university missions. Evidence of performance in these areas is valued in tenure and promotion considerations. Candidates for tenure and promotion must show evidence of active participation in publishing, grant writing, and presentations. Examples include (but are not limited to):

- A. **Publications:** Appropriate discipline-related publications will have been peer-reviewed based on originality, quality, importance, usefulness, timeliness, and creativity. Documents that present results of new research or analyze and synthesize information

will be given higher weight than documents that are a compilation of current knowledge or that are designed as teaching tools, such as laboratory manuals, workbook and or original edition text books.

- B. **Grants/Proposals/Funding:** External grants received; MSU (internal) grants received; public/private donations (monetary or gifts-in-kind, that benefit the department). Grant proposals for which the results are unknown or which do not receive funding will be given lower weight.
- C. **Research Projects:** Principal or co-principal on a research project, generating internal or external funding.
- D. **Creative Projects:** Original creative projects for juried competitions or publication,.
- E. **Presentations:** Refereed presentations, at discipline-related professional meetings where research is the primary focus.
- F. **Successful collaboration with students** on creative projects for juried competitions or publication and student success in discipline-related competitions.

Service Evaluation: Discipline-related service activities expand opportunities for learning, shape the learning environment, and are instrumental in fulfilling the public affairs mission of the university. Each faculty member is expected to assume an appropriate share of the service responsibilities necessary to fulfill the department, college, and university missions. Candidates for tenure and promotion must show strong evidence of active participation in university, community, and professional service activities. Indicators of service performance include but are not limited to:

- A. **University:** Participation on Departmental, College, and University committees.
- B. **Community:** Community Committees; unpaid consulting work; community projects and outreach programs; mentoring of students in production of shows (fashion and design) that raise community awareness of FID programs; recruitment efforts in public schools and other appropriate venues.
- C. **Professional:** Participation on professional organization and advisory committees; membership in professional organizations.
- D. **Student Advising.** Career advisement; advisement of student clubs, organizations or activities.
- E. **Other Activities:** Service activities that enhance the department and university's image with the fashion, interior design, and/or family and consumer sciences education communities, such as securing new scholarships, doing textbook reviews.