

Bylaws for The Dedman College of Hospitality

These are the bylaws for the Dedman College of Hospitality. These bylaws were last approved on November 3, 2025 by a 93% supermajority of the applicable voting members of the college and on November 6, 2025 by the Office of Faculty Development and Advancement.

I. Bylaws

A. Adherence with Other Governing Documents. At all times, college policy shall adhere to and be consistent with all university policies found in the FSU Constitution, the BOT-UFF Collective Bargaining Agreement, the Faculty Handbook, and the Annual Memorandum on the Promotion and Tenure Process issued by the Office of Faculty Development and Advancement.

B. Bylaws Revision. These bylaws are subject to revision with the approval of 66% of the voting faculty. Proposed changes may be initiated by the Dean of the College or any Dedman College of Hospitality Faculty member who can demonstrate support from at least 33% of the full faculty. This support can be demonstrated by a collection of signatures, show of hands, etc.

C. Substantive Change Statement. Faculty and staff members are expected to be familiar with and follow the Florida State University Substantive Change Policy as found on the university web site <https://sacs.fsu.edu/substantive-change-policy>

II. Membership and Voting Rights

A. Faculty Membership. The faculty of the Dedman College of Hospitality shall consist of those persons holding full-time appointments at the rank of Professor, Associate Professor, Assistant Professor, Specialized Faculty I, Specialized Faculty II, and Specialized Faculty III.

B. College Membership. In addition to the faculty defined in II.A above, the following are members of the Dedman College of Hospitality: Staff.

C. Faculty Voting Rights. The voting membership of the Dedman College of Hospitality is defined as the Dean of the Dedman College and all full-time members of the faculty who are assigned and evaluated by the Dean of the Dedman College.

D. Non-faculty Voting Rights. Staff do not have voting rights in the Dedman College of Hospitality.

III. College Organization and Governance

A. Jurisdiction.

1. The basic legislative body of the Dedman College of Hospitality shall consist of the full faculty in the college, defined as full-time faculty in the ranks of Professor, Associate Professor, Assistant Professor, Specialized Faculty I, Specialized Faculty II, and Specialized Faculty III. Subject to state law, the regulations of the Florida Board of Governors, and the Constitution of FSU, this legislative body shall have full authority to develop policy and decide matters of curriculum, program offerings, admissions, grading, and any other academic matters of concern to the college.
2. The full faculty in the Dedman College of Hospitality may resolve on any issue of general interest to the University or College and make recommendations to the appropriate officer or body.
3. The faculty may reflect and deliberate any issues pertaining to the reorganization of the college and make recommendations to the appropriate officer or body. An ad hoc committee may be appointed on an as needed basis to gather information on reorganization issues and present this information to the general faculty.

B. Faculty Meetings.

1. The faculty shall meet at least once during the fall and spring academic semesters at the call of the Dean of the Dedman College. The Dean of the Dedman College shall set the meeting dates each semester. The Dean of the Dedman College, or his or her designee, shall preside over the meeting.
2. Special sessions shall be held at the call of the Dean or upon the written request of not less than one-third of the members of the faculty. At the request of any member, Robert's Rules of Order shall be invoked.
3. Minutes from faculty meetings must be kept and filed with the Dedman College.
4. Except where Bylaws specify a different procedure, decisions made by the faculty will be a vote conducted at a faculty meeting, by secret written ballot, or by secret email/survey ballot.

C. Director/Other Administrator Selection

1. Directors and other Administrators shall be appointed by the Dean of the College of Hospitality.

D. College Leadership.

1. The Dean of the Dedman College of Hospitality is appointed by the Provost and shall serve a term to be determined by the Provost. The Dean's duties include advancement, university administration, college administration, and faculty and staff management.
2. The Assistant Dean of the Dedman College of Hospitality is appointed by the Dean and shall serve a term to be determined by the Dean. The Assistant Dean's duties include college administration and faculty and staff management.

E. College Committees.

The following committees shall be established and empowered:

1. Undergraduate Curriculum Committee:

- i. This committee consists of 5-7 members, with at least two-tenure track and at least two specialized faculty of the Dedman College of Hospitality. A committee chair shall be selected by the Dean of the Dedman College.
- ii. This committee is responsible for the review and oversight of the undergraduate curriculum. The committee is responsible for suggesting curriculum changes involving the creation, deletion, and modification of requirements for majors, degree programs and certificate programs. This includes establishing, reviewing, and assessing learning goals and reporting outcomes.
- iii. Minutes of the committee meetings shall be maintained by the committee and filed with the Dedman College of Hospitality. Committee Reports shall be presented to faculty of the Dedman College of Hospitality during regularly scheduled faculty meetings of the Dedman College of Hospitality.
- iv. Curriculum shall be evaluated every three years. The individual program areas may meet jointly or separately to discuss and determine initial needs but must work through the whole committee for final approval of course additions and/or changes. Final approval requires a simple majority vote.

2. Graduate Curriculum Committee:

- i. The committee consists of at least three tenured or tenure-track faculty of the Dedman College of Hospitality. The committee is chaired by the Director of Graduate Studies.

- ii. The committee is responsible for curriculum development and review.
- iii. Minutes of the committee meetings shall be maintained by the committee and filed with the Dedman College of Hospitality.

3. Promotion and Tenure Committee:

- i. The Promotion and Tenure Committee of the Dedman College of Hospitality will align with the Criteria and Procedure for Promotion and Tenure, found in the current Florida State University Faculty Handbook.
- ii. The committee shall consider all tenure or tenure-track faculty members below the rank of full professor for promotion and/or tenure. All Specialized faculty below the rank of Specialized Faculty III will be considered for promotion in their 5th year in rank. Evaluation of candidates for promotion and tenure will be made in accordance with the candidates' performance of assigned duties and responsibilities as required by The Florida Statutes, Section 240.245. For more information on promotion and tenure guidelines, see Appendices 1 and 2.
- iii. The committee shall be comprised of all tenured faculty within the college. The committee chair will be selected by a majority vote of the committee.
- iv. Voting Eligibility: Only faculty members holding a rank equal to or higher than the rank to which the candidate is being promoted may participate in the review, discussion, and vote on the promotion decision. E.g., only full professors may participate in promotion decisions to full professor, while both full and associate professors may participate in promotion decisions to associate professor.

4. Faculty Evaluation Committee

- i. The Faculty Evaluation Committee is responsible for an annual evaluation of department chairs and the Dean, as well as peer teaching reviews for both tenure earning and specialized faculty and the collection of Faculty Activity Reports. The Dean or Department Chair uses the teaching observations and activity reports of this committee as input to each faculty member's

annual performance evaluation. The committee's evaluation of department chairs is forwarded to the Dean.

- ii. The faculty evaluation committee recommends to the department chair any faculty deserving of special awards and recognitions of merit and achievements within the university.
- iii. The faculty evaluation committee is responsible for the development and maintenance of faculty evaluation criteria and procedures. These criteria and procedures must be approved by a 66% majority of the faculty and approved by the Dean.
- iv. This committee shall consist of 4 to 6 faculty members, at least two members of the committee must be tenured or tenure-track faculty and at least two members must be specialized faculty.

5. Scholarship Committee:

- i. This committee is composed of at least four faculty members. The committee is responsible for:
 - 1. Promoting Dedman College scholarships to students.
 - 2. Consulting with the Dean and Budget manager on scholarship balances and allocations.
 - 3. Reviewing student scholarship applications.
 - 4. Selecting scholarship winners.
 - 5. Ensuring scholarships are awarded and students are notified.

6. Strategic Planning Committee

- i. The strategic planning committee consists of at least five Dedman College of Hospitality faculty members. The committee shall be responsible for advising the Dean on the development, implementation, maintenance, and revision of the Dedman College of Hospitality Strategic Plan.

7. Faculty Research Committee

- i. This committee consists of at least three tenured or tenure-track faculty of the Dedman College of Hospitality. A committee chair shall be selected by the Dean of the Dedman College.
- ii. The mission of the committee is to enhance the research profile and scholarly output of the Dedman College.

- iii. The research committee identifies, evaluates, and determines premier research outlets and develops actionable strategies for increasing the research visibility and influence of the Dedman College.
- iv. The committee is expected to create strategies for a supportive and collaborative research environment.

8. Other Ad Hoc Committees:

- i. The Dean of the Dedman College of Hospitality may establish ad hoc committees as necessary to conduct the business of the Dedman College of Hospitality.
- ii. The chair of an appointed ad hoc committee is selected by the Dean of the Dedman College of Hospitality.

F. Faculty Senators. Faculty Senators shall be elected at the August faculty meeting of the year prior to the expiration of the term of the current faculty senators. Faculty senators shall be approved by an approval vote of a 51% majority of the voting faculty. The Dedman College of Hospitality has been apportioned one representative to the Faculty Senate.

G. Faculty Recruitment. A faculty search committee will be appointed by the Dean, composed of approximately five current tenured, tenure-track, and/or specialized faculty. Job openings will be posted through FSU Human Resources, as well as on outside search sites. Faculty committees will examine potential applicants, interview acceptable candidates, and provide the Dean with a list of acceptable and hireable candidates with a recommended best candidate.

Faculty searches will be informed by the guidelines and procedures of the Florida State University Search and Screening Guide as found on the Office of Human Resources website, as well as other university resources.

H. Unit Reorganization. Unit reorganization shall be discussed at faculty meetings with the full participation of the voting faculty.

IV. Curriculum and Degree Approval

A. Curriculum Review. Degree approval procedures shall follow university guidelines, as well as those policies set forth by the University Undergraduate Policy Committee. Please refer to section E (a) above for procedures.

B. Degree Approval. Candidates shall be approved for degrees when all university and college requirements have been met.

V. Annual Evaluation of Faculty on Performance and Merit

A. Peer Involvement in Annual Performance and Merit Evaluation. Each faculty member's performance will be evaluated relative to his or her assigned duties. Each faculty member's performance will be rated annually using the following university rating scale:

- Exceeds Expectations
- Meets Expectations
- Official Concern
- Does Not Meet Expectations

The Dean of the Dedman College of Hospitality, or the Department Chair when appropriate, will evaluate each faculty member annually. As part of this evaluation, the evaluator will reference the annual peer teaching evaluations completed by the Faculty Evaluation Committee (see section III.E(d) above for more detail) as evidence for faculty teaching. The evaluation is completed in accordance with university policy and is discussed with each faculty member. The Dean then writes a narrative explanation for all evaluated faculty, and these documents become part of the faculty member's permanent file. Detailed Faculty Evaluation Guidelines are found in Appendix 3.

Final merit determinations will be made by the Dean. Only faculty whose performance meets or exceeds expectations will be eligible for merit increases. The guidelines for faculty merit increases are detailed in Appendix 4.

B. Criteria for Evaluation of Tenure-track Faculty. Tenure track faculty will be evaluated based on their Assignment of Responsibilities. See Appendix 3 for Faculty Evaluation Guidelines.

C. Criteria for Evaluation of Specialized Faculty. Specialized faculty will be evaluated based on their Assignment of Responsibilities. See Appendix 3 for Faculty Evaluation Guidelines.

VI. Promotion and Tenure

A. Progress Toward Promotion Letter. Each year, all faculty members who have not yet attained the highest rank for their position, and who are not undergoing a third-year tenure review, will receive a written evaluation of their progress toward promotion and/or tenure. For tenure-track faculty, this letter is issued by the Chair of the Promotion and Tenure Committee. For teaching or specialized faculty, the letter is

provided by the department chair. In departments without a chair, or when the chair is unavailable, the Dean will issue the letter.

B. Third Year Review for Tenure-track Faculty. Tenure-track faculty in their third year of service will receive an evaluation, by the Chair of the Promotion and Tenure Committee, on their progress in meeting the department's expectations for promotion and tenure.

C. Peer Involvement in Evaluation of Promotion and Tenure of Faculty.

1. The Promotion and Tenure Committee of the Dedman College of Hospitality aligns with the Criteria and Procedure for Promotion and Tenure, found in the most current Florida State University Faculty Handbook. Please see Section III.E(c). above for more details on the Promotion and Tenure Committee and their involvement with faculty promotions.
2. Evaluation of candidates for promotion and tenure will be made in accordance with the candidates' performance of assigned duties and responsibilities as required by The Florida Statutes, Section 240.245.
3. Each tenured faculty member in the fifth year following their tenure award, their last promotion, or their hire date (if hired with tenure) will be subject to Post-Tenure Review as required by FSU Regulation 4.073. The faculty member shall complete a university-designated dossier highlighting accomplishments and demonstrating performance relative to assigned duties and submit to the Dean of the Dedman College of Hospitality for review.

D. Criteria for Promotion and Tenure of Tenure-track Faculty. See Appendix 1 for Promotion and Tenure Guidelines.

E. Criteria for Promotion of Specialized Faculty. See Appendix 2 for the Criteria for Promotion of Specialized Faculty.

Appendix 1: Promotion and Tenure Guidelines

Dedman College of Hospitality

Florida State University

Guidelines For Promotion and Tenure

Introduction

This document provides the guidelines and standards for promotion and tenure (P&T) decisions at the Dedman College of Hospitality (DCH) at Florida State University. The college-level criteria are intended to complement those already established at the university level. The main mission of DCH is to advance, enhance, and share knowledge, information, ideas, and professional practices through teaching, research, and outreach. Therefore, the college recognizes three essential areas for the promotion and tenure process: teaching, research, and service. Candidates are expected to demonstrate excellence across all three categories. The information presented below serves as a guideline for consideration, not a definitive guarantee of success. The P&T Committee will evaluate candidates and make recommendations to the Dean.

1. Research

Innovation is a key strategic focus for DCH, driving faculty to generate new ideas and knowledge, both in their academic disciplines and for the benefit of industry partners. Research should lead to the discovery of new information and insights, the development of new theories or methods, and the synthesis of existing knowledge. These research efforts are typically published in peer-reviewed journals but may also be shared through non-peer-reviewed journals, book chapters, books, or practice-oriented journals. Research contributions can also be demonstrated through roles such as serving editorships or editorial board memberships of key research journals, presenting at academic conferences, or contributing to seminars and workshops.

Below are the specific aspects of research that are evaluated for tenure and promotion decisions.

1. **Publication Consistency:** Candidates are expected to establish a well-defined and recognized research agenda that addresses key foundational questions within their field or introduces significant new areas of inquiry with the potential for future scholarly impact. Candidates should maintain a strong publication record that reflects both the quality and quantity of their research, showcasing a cohesive and clear research trajectory. Furthermore, candidates must provide substantial evidence of an active

research pipeline, including manuscripts currently under review, in progress, and at early stages of development for submission to academic journals.

2. **Publication Quality:** High-quality research that demonstrates strong conceptual and technical rigor is a key requirement for promotion and/or tenure. Candidates should aim to publish in journals that are widely recognized, highly relevant in their field, and frequently cited by scholars. This includes, but is not limited to, top-tier journals within the candidate's discipline. The expectation is that candidates show their ability to publish in the most reputable outlets available in their area of expertise. Publications in higher-quality journals carry more weight, while a record primarily consisting of publications in lower-tier journals may be seen as lacking the desired level of research excellence. A list of highly regarded journals in the fields of tourism, hospitality, and tourism management is available in Appendix A of The Dedman College of Hospitality By-laws.
3. **Publication Impact:** Candidates are expected to publish research that significantly influences their field. Research impact can be demonstrated through the quality of journal publications, citation metrics (such as h-index and i10-index), awards, recognitions, media exposure, and contributions to practice, policy, and/or pedagogy. Practical impact may be evaluated through publications in respected practitioner outlets or by highlighting applied outcomes. For candidates in tenure-track or tenured positions, the impact on their discipline is especially important.
4. **Intellectual Leadership:** Candidates for promotion and/or tenure must demonstrate intellectual leadership and establish a national or international reputation in their area of scholarship. Evidence of research independence should showcase the candidate's ability to lead and conduct high-quality research that makes significant contributions to the advancement of their field. Research independence and leadership can be demonstrated through sole authorship, lead authorship, the diversity and number of co-authors, research excellence awards, and/or external reviewers' letters acknowledging the candidate's scholarly contributions. Intellectual leadership in a sub-field is evident when the candidate's publications and citations are closely aligned with a distinct area of expertise.

These four elements of research will be used to evaluate candidates at each stage of their academic career, including mid-term review, promotion and tenure review, and promotion to full professor. As faculty advance in seniority, the criteria for evaluation may broaden to reflect their growth.

Unless specified otherwise in the initial appointment contract, Florida State University follows a mandatory six-year tenure clock, with a mid-tenure review typically occurring in the third year of tenure accrual (i.e., candidates submit review packages at the end of their second year). During this mid-term review, candidates are expected to demonstrate clear progress toward building a tenurable research record. Ideally, by this stage, candidates should have articles published, in press, accepted, and/or in advanced stages of review at leading peer-reviewed journals within their field. Additionally, evidence of a developing pipeline of works-in-progress is expected.

Candidates seeking tenure and/or promotion to associate professor are expected to demonstrate the ability to publish consistently in top-tier journals, thereby establishing a national reputation as a scholar in their field. The focus is on ensuring a record of high-quality scholarship, where the quality of publications takes precedence over the sheer quantity. High-quality publications are defined as those appearing in the top-tier journals of the discipline, which contribute to the scholarly reputation of the relevant college. The list of these top-tier journals is provided in Appendix A of The Dedman College of Hospitality By-laws. Additionally, the candidate should show sustained evidence of high-quality research productivity through a well-developed works-in-progress pipeline. The candidate's research should reflect coherence and a clear trajectory, indicating strong research independence and the potential for significant disciplinary, interdisciplinary, and translational impact. When evaluating the research record, external reviewers within the discipline should be able to clearly identify the focus of the candidate's work and its potential influence. While the primary emphasis is placed on consistent, top-quality publications, progress toward meeting other criteria may also be considered.

Candidates for promotion to full professor must demonstrate research excellence that has significantly influenced the direction of their academic discipline and must have established a strong international reputation as a scholar. Unlike the tenure process, there is no set "clock" for promotion from associate professor to full professor, making the timing flexible and dependent on the candidate's performance. While positive annual evaluations indicating progress toward promotion suggest that the candidate is on the right path, they do not imply that promotion is imminent. Reviewers should evaluate the candidates' entire body of work to determine if their achievements meet the standards for the higher rank, but particular emphasis must be placed on the period following their previous promotion. At this stage, the focus for evaluation is a candidate's intellectual leadership within their area of expertise and the impact of their work. The candidate's contributions should demonstrate a significant influence on the field, as evidenced by endorsements from external reviewers who are recognized leaders in the discipline, metrics such as Google Scholar Citations, and any research honors or awards received.

At all levels of research evaluation, additional evidence of accomplishments will be considered and appropriately weighted. Acknowledging that research excellence encompasses more than just peer-reviewed publications, other forms of evidence may include, but are not limited to, academic fellowships, research honors or awards, competitive research grants, editorships and editorial board memberships, citation counts, authorship order and/or sole authorship (noting disciplinary variations), co-authorship with students, books and book chapters, pedagogically focused articles, industry reports and trade journal articles, invited keynote speeches and seminars at prestigious institutions, assessments of the candidate's intellectual contributions by qualified external reviewers, originality of research, and relevance to stakeholders and the community.

2. Teaching

The vision of the university is to provide high-quality, broad-based education and experience-based learning that contributes to student development, advances teaching theory and practice, and fosters leadership. The primary goal of the instructional faculty is to provide an educational

experience that is unmatched among the competitive set of top-tier educational institutions. Thus, exceptional teaching is expected of candidates seeking the rank of associate and full professor. Evidence of excellence will be reflected by teaching scores, feedback from students, and peer evaluation as follows:

1. For an assistant professor to be eligible for promotion and tenure:

- Demonstration of excellence in teaching quality, which can be evidenced by Student Perception of Instruction (SPI) evaluations, course syllabi, exams, grading distributions, peer reviews, or other relevant information that reflects the instructional quality provided by the faculty member.
- Proof of course development and revisions.
- Evidence of engagement with undergraduate and/or graduate students.

2. For an Associate Professor to be eligible for promotion to Full Professor:

- Clear evidence of excellence in teaching, supported by SPI evaluations, course syllabi, exams, grading profiles, peer reviews, or other indicators reflecting the quality of instruction.
- Demonstration of course development and revisions at both undergraduate and graduate levels.
- Evidence of engagement with undergraduate and/or graduate students.

3. Service

Service is assessed by the candidate's meaningful engagement in activities that support the mission, goals, and community of the College, University and the broader hospitality industry. Evidence of service may include, but is not limited to:

1. Active participation in College, University, and industry-related initiatives, including committees and strategic projects that advance institutional priorities and foster a collaborative academic environment.
2. Professional contributions such as serving on editorial boards, reviewing peer-reviewed journal articles, and serving on committees both within the institution and in external professional organizations.
3. Engagement in academic and professional conferences as a presenter, moderator, organizer, or other administrative member, demonstrating a commitment to knowledge exchange and professional development.
4. Participation in workshops, seminars, certification programs, and/or academic degree programs designed to foster continued learning, increase research skills and competence, and/or enhance the understanding of scholarly or academic material
5. Participation in initiatives that demonstrate innovation, leadership, and a commitment to continuous improvement, including contributions that advance the discipline, enhance institutional effectiveness, and cultivate a supportive and inclusive academic culture.

Appendix 2: Criteria for Promotion of Specialized Faculty

Dedman College of Hospitality Guidelines for Promotion of Specialized Faculty

Criteria for specialized faculty promotion focus on meritorious performance of assigned duties in the faculty member's current position, since specialized faculty positions have assignments in specific areas (e.g., assignment in research or teaching only, rather than an assignment in all three areas of teaching, research and service).

The Dedman College of Hospitality follows all guidelines set forth in Section 5 of the Faculty Handbook and Article 14 and Appendix J of the Collective Bargaining Agreement.

Criteria

Promotion decisions shall take into account the following:

1. Annual evaluations
2. Annual Assignment of Responsibility
3. Evidence of sustained effectiveness relative to opportunity and according to assignment.
4. Evidence of well-planned and delivered courses – continued use of high-quality syllabi and teaching materials
5. Summaries of data from Student Perception of Courses and Instructors (SPCI)
6. Letters from faculty members who have conducted peer evaluations of the candidates teaching
7. Ability to teach multiple courses with a discipline/major
8. Other teaching-related activities, such as instructional innovation, involvement in curriculum development, authorship of educational materials, and participation in professional organizations related to the area of instruction

Promotion to the second rank in each track shall be based on recognition of demonstrated effectiveness in the areas of assigned duties. Promotion to the third rank in each track shall be based on superior performance in the areas of assigned duties.

Although the period of time in a given rank is normally five years, demonstrated merit, not years of service, shall be the guiding factor. Promotion shall not be automatic, nor may it be regarded as guaranteed upon completion of a given term of service. Early promotion is possible where there is sufficient justification.

Specialized faculty members who have been assigned an administrative code shall be subject to the normal promotion criteria and procedures for the applicable rank. They may not substitute performance in their administrative duties for qualifications in teaching or research. The duty assignments of such employees shall accord them an opportunity to meet the criteria for promotion; however, the number of years it takes a faculty member to meet the criteria in teaching or research and scholarly accomplishments may be lengthened by reduced duty assignments in those areas; the number of years over which such accomplishments are spread shall not be held against the faculty member when the promotion case is evaluated.

Appendix 3: Faculty Evaluation Guidelines

Dedman College of Hospitality Faculty Annual Evaluation Process

The sole purpose of the Faculty Evaluation Committee (FEC) is to assist in the collection of information and data that will assist the Dean of DCH in conducting annual evaluation of faculty. The FEC only acts in the collection of these data and does not evaluate any DCH faculty member in any way.

Preparation for Faculty Evaluation

In preparation for annual faculty evaluations, the following should be sent electronically (in a single e-mail) to the Assistant to the Dean by each faculty member.

- Course syllabi for all courses taught in calendar year
- Current FEAS vita
- Any additional relevant material that will assist in the assessment of your work
- Grade distribution for all classes taught in calendar year
 - Logon to <https://feas.fsu.edu>
 - Click link “Generate Report” and then “Grade Distribution Report with +/- grades”
 - Select the most recent calendar year
 - The system will generate a matrix with enrollment numbers and grade counts for all of your classes in the calendar year.

The Faculty Evaluation Committee Chair will submit the following documents to the Assistant to the Dean:

- Faculty Activity Report (sent to FEC Chair by each faculty member)
- Peer teaching observations (sent to FEC Chair by observing faculty)

College administration will provide the following document:

- Course Evaluation (SPCI) Summaries

Administration of Faculty Evaluation

Faculty evaluations are administered each spring semester, in accordance with university policy. The basic purpose of the evaluation is to: acknowledge performance; communicate performance effectiveness; aid in improving performance in assigned duties; and if necessary, develop a performance plan to assist in correcting deficiencies in faculty performance. The evaluation process assesses the quality of performance in the functions of research, teaching, service, and any other duties that may be assigned. The faculty member’s history of annual evaluations will be considered in recommendations and final decisions on tenure, promotions, salary increases, and reappointment or non-reappointment.

Tenured or Tenure-Track Faculty are evaluated on their assignment of Research, Teaching and Service. Specialized Faculty are only evaluated in areas for which they have an assignment, which in this college is typically Teaching, but could also consist of administrative assignments.

Research

Faculty in the Dedman College may be ranked as “Exceeds Expectations”, “Meets Expectations”, “Official Concern” or “Does Not Meet Expectations”. The following criteria are used in the determination of this ranking:

Exceeds Expectations	Faculty member has 4 or more top-tier publications
Meets Expectations	Faculty member has 2-3 top-tier publications
Official Concern	Faculty member has 1 top-tier publication
Does Not Meet Expectations	Faculty member has 0 top-tier publications

Publications not included in our “top-tier” list will count as ½ of a publication.

*Please see Appendix for journals considered to be top-tier in the Dedman College of Hospitality.

Teaching

Faculty in the Dedman College may be ranked as “Exceeds Expectations”, “Meets Expectations”, “Official Concern” or “Does Not Meet Expectations”.

The criteria considered for teaching effectiveness are:

- Summaries of data from the Student Perceptions of Courses and Instructors (SPCI) survey.
 - The review focuses on two survey questions: Question #10 – Rate your professor based on how you feel you were respected in their class, and Question #13 – What is your overall rating for this professor.
 - The number of students who rate the professor as “good” or “outstanding” on these two questions are added and this number is divided by the overall number of students who answered the questions.
- Peer teaching observations
- Grade distribution for all classes taught in a calendar year

The following criteria are used in the determination of this ranking:

Exceeds Expectations	90% or higher favorable ranking on SPCI, Good grade distribution
Meets Expectations	70% - 89% favorable ranking on SPCI, Fair grade distribution
Official Concern	50% - 69% ranking on SPCI, potential issues with grade distribution
Does Not Meet Expectations	Below 50% ranking on SPCI, Problematic grading patterns such as extreme grade inflation/deflation

Service

Faculty service is a cornerstone of shared governance in higher education, ensuring that those who are most directly engaged in teaching, research, and student development have a voice in shaping institutional policies and priorities. All faculty members in the Dedman College of Hospitality are asked to provide service to the college, the university, the community and the academic discipline. For this area of responsibility, faculty are again ranked as “Exceeds Expectations”, “Meets Expectations”, “Official Concern” or “Does Not Meet Expectations”. Service to the college/university should be indicated on each faculty member’s vitae.

The following criteria are used in the determination of this ranking:

Exceeds Expectations	This rating is reserved for faculty who demonstrate exceptional commitment to service beyond standard expectations. This person takes active leadership role within the college, university or profession, they regularly initiate or lead service projects or initiatives, and they lead multiple service committees within the college.
Meets Expectations	This is the standard and expected level of service for all faculty members. This person consistently participates in college and/or university committees, fulfills assigned service roles reliably and professionally, and contributes meaningfully to meetings, events and initiatives. They represent the college positively and constructively.
Official Concern	This rating indicates inconsistent or problematic service engagement. This person frequently misses meetings, fails to follow through on service commitments, demonstrates minimal engagement and receives negative feedback or complaints about lack of contribution or professionalism.
Does Not Meet Expectations	This rating reflects a serious failure to meet the basic service obligations of faculty. They refuse to participate in college, university, or professional service and neglect service responsibilities, even when assigned.

Process of peer observation of teaching

The purpose of peer observation is to provide the Dean of DCH information about each faculty member's teaching effectiveness. Observers are expected to provide professional and objective feedback, focusing on observable performance on both areas of strength and areas for improvement (if any). All statements should be directly linked to observations made during the class session or review of materials. Observers should avoid subjective opinions, generalizations, or personal judgments and no corrective actions that impinge on academic freedom may be suggested. The purpose of peer observation is to collect information to assist the dean of DCH in making his/her evaluation.

Each faculty member in DCH is to be observed annually in the spring semester. Whenever possible, observations should be conducted in face-to-face course offerings. If this is not possible, the FEC Chair will review online course offerings. Any online course that has a QM certification is exempt from FEC review.

The FEC Chair will assign each faculty member an observer in January. The observer is required to complete his/her observation by the end of March. Observers will change each year. All class observations will follow the guidelines set forth in the Collective Bargaining Agreement.

Peer Review of Teaching Procedures:

1. Instructor being observed selects a specific class meeting for the observation. Observer must agree to selected meeting date.
2. Instructor being observed provides observer with all needed materials (such as access to Canvas) at least one week prior to the observed class session
3. Observer attends the class session, completes the Peer Observation of Teaching Form (see below), signs the form electronically (typed full name), and e-mails the form to the instructor being observed within 10 working days of the observation.
4. Instructor being observed signs the form electronically (typed full name) and returns to observer.
5. Observer sends the form with electronic signatures to FEC Chair.
6. FEC Chair sends the form to the Dean of DCH

PEER REVIEW OF TEACHING FORM

Name of Instructor Observed:

Name of Peer Observer:

Course Number and Title:

Number of Students Enrolled in Course:

Date of Class Observation:

Content observation (materials presented in class, readings, materials presented outside class (including the organization of the course website, syllabus, and related materials), relation of materials to course or session objectives, appropriateness of materials to level of course, etc.):

Instruction observation (teaching techniques used, clarity of presentation, clarity of expectations for students, the degree to which the goal of the class was achieved, how the instructor dealt with any challenging situations or setbacks during the class, the instructor's mastery of the topic, etc.):

Engagement observation (interaction between instructor and students or among students, inside and outside class session; instructor's respect for students; feedback given to students during class; clarity of communication; etc.):

Additional information (e.g., class flow, use of technology, organization of class, etc.)

Reviewer signature (type full name) and date:

Instructor signature (type full name) and date:

THIS FORM NOT TO EXCEED ONE PAGE WHEN COMPLETED (remove all text in parenthesis, including this statement, after using it for content guidance).

Appendix 4: Faculty Merit Guidelines

Dedman College of Hospitality Procedure for the Allocation of Merit Pay

This document outlines the procedure for awarding merit pay to eligible faculty members when the University allocates a merit pool as part of the annual faculty salary increase process. The size of the merit pool varies annually and is typically calculated as a percentage of the salaries of filled faculty positions within the College (excluding summer salaries for 9-month faculty).

To be considered for a merit award, faculty must meet university eligibility requirements, as specified in the annual faculty salary increase memorandum, as well as the College's eligibility criteria listed below. Consideration for merit pay awards will be based on each faculty member's assignment of responsibilities and performance evaluation from the most current calendar year (January 1 through December 31).

Merit pools are typically divided into two categories: Department Merit and Deans' Merit. These pools are then subdivided into E&G funded and non-E&G funded pools, as well as in-unit and out-of-unit pools. Merit awards will be allocated primarily based on performance, while also taking these constraints into account.

All merit pools must be fully awarded; however, University merit criteria may not mandate a merit pay award to all eligible faculty. Merit awards must reflect distinctive levels of merit corresponding to differing levels of performance. All merit distribution plans, including the distribution of Deans' merit, are subject to review and approval by the Provost, or a representative who has the authority to reject them.

Minimum Requirements

1. Research faculty must have a minimum of 2 articles accepted in our list of "A" journals, 4 articles accepted in "B" journals, or a combination of the two where "A" journals count as 1 and "B" journals count as ½.
 - a. E.g., 1 "A" journal and 2 "B" journals would equate to 2 journal acceptances.
 - b. In addition to research journal publications, books, book chapters, grant awards, and workforce development contracts will be considered.
2. A minimum average score of 85% on SPCI questions 10 and 13.
 - a. Question 10: Rate your professor based on how you feel you were respected in their class.
 - b. Question 13: What is your overall rating for this professional?
3. A satisfactory peer evaluation of teaching conducted during the most current evaluation period.
4. An acceptable amount of College, University, and outside service.

Procedure

Once eligibility is confirmed, the Department Merit Pool is distributed among qualifying faculty based on their performance in research, teaching, and service. The Dean's Merit Pool is reserved for recognizing the highest levels of performance across these areas.

Appendix 5: Journal Rankings for Academic Qualifications

Journal Rankings for Academic Qualifications

Approved by the Faculty of the Dedman College of Hospitality in March 2026.

A Journals

- Tourism Management
- Annals of Tourism Research
- Journal of Travel Research
- Journal of Sustainable Tourism
- Tourism Economics
- Journal of Hospitality & Tourism Research
- International Journal of Hospitality Management
- International Journal of Contemporary Hospitality Management
- Journal of Hospitality Marketing & Management
- Journal of Hospitality and Tourism Management

B Journals

- Cornell Hospitality Quarterly
- Journal of Travel & Tourism Marketing
- Journal of Destination Marketing & Management
- Tourism Review
- Tourism Management Perspectives
- Current Issues in Tourism
- International Journal of Tourism Research
- Tourism Analysis
- Journal of Hospitality and Tourism Technology
- Journal of Hospitality and Tourism Insights
- Information Technology & Tourism
- Journal of Vacation Marketing
- Journal of Hospitality Leisure Sport & Tourism Education
- Tourism Geographies
- The British Food Journal
- Journal of Hospitality & Tourism Education
- International Journal of Hospitality and Tourism Administration

Notes:

- a) Any other Q1 or Q2 ranked journal (as per the Clarivate Analytics and during the year the paper is accepted for publication) that is not classified as A or B above is also considered a B journal.
- b) Journals that are highly regarded (Tier One) in other related fields are also regarded in the same manner by the Dedman College of Hospitality.
- c) While Cornell Hospitality Quarterly will be evaluated as a B journal in future assessments, any manuscript that has been published and any papers already in the submission, acceptance, or publication phase with this journal will be credited as an A publication.
- d) This journal list shall be re-evaluated by the Faculty Research Committee every 5 years

Appendix 6: Funding of Student Organizations

Student Organizations

Each recognized and registered DCH student organization may request and receive \$2,000 per year from the Dedman College to contribute to the organization's operating expenses. Funds are only paid upon request from the student organization.