



Management and Marketing

College of Business Administration Department of Management and Marketing Promotion Standards for Non-tenure Track Faculty Prepared by the tenured and non-tenure-track faculty of the Department of Management and Marketing

Approved by:

Irfan Ahmed Digitally signed by Irfan Ahmed
Date: 2025.09.29 12:02:13 -05'00'

Irfan Ahmed, PhD
Associate Professor
Department Chair

09/29/2025
Date: _____

Sharmistha Self Digitally signed by Sharmistha Self
Date: 2025.09.30 11:46:34 -05'00'

Shar Self, PhD
Dean

Date: _____

College of Business Administration



**College of Business Administration
Department of Management and Marketing
Promotion Criteria and Standards – Non-Tenure Track Faculty**

Academic Policy Statement (APS) 890301 (July 2023), “Hiring, Evaluation, Promotion, and Merit for Non-Tenure Track Faculty” is the university policy that guides the promotion and merit process for Non-Tenure Track Faculty at Sam Houston State University (SHSU). The SHSU Department of Management and Marketing strives to reflect SHSU’s commitment to academic excellence and incorporates the guidance provided in APS 890301 into the departmental procedures for the promotion of non-tenure track faculty.

During the Spring 2024 semester, tenured and non-tenure-track faculty of the Department of Management and Marketing met and developed departmental criteria and standards of performance in keeping with APS 890301, Section 4.01 and Section 5.04. The resulting instrument and procedures are provided on the following pages.

Expectations

Non-tenure track faculty are primarily evaluated by their teaching and are expected to promote academic excellence in their assigned duties. As described in APS 890301, Section 3.03, “Workload assignments for all non-tenure track faculty with respect to teaching or librarianship, as well as scholarly/creative activities and service, where applicable, shall be documented in their annual or semester departmental offer letter, expressed as the number of workload credits assigned for each in accordance with *APS 790601, Faculty Workload.*”

Non-tenure track faculty should work with their Department Chair to establish expectations for the range of responsibilities their position carries as the following Promotion Criteria and Standards rely heavily upon the contents of the annual or semester departmental offer letters as indicators of success. The expectations should be clearly documented and agreed upon, as detailed in the offer letter, by the non-tenure track faculty and Department Chair.

Evaluation

Non-tenure track faculty will be evaluated upon the successful execution of the responsibilities outlined in their specific annual or semester offer letters. Typically, non-tenure track faculty will have responsibilities related to teaching and college/university service. As outlined in APS 890301, Section 4.03, “All non-tenure track faculty shall undergo a performance review annually and the review period shall be the calendar year. The basis of the annual review shall correspond to the workload credits of teaching or librarianship, scholarly/creative activity, and service documented in the faculty member’s semester or annual departmental offer letter. A faculty member may not be considered below expectations for an area not explicitly identified as an expectation in the faculty member’s semester/annual departmental offer letter. Accomplishments outside of expectations may contribute positively to the faculty member’s evaluation at the chair’s discretion; however, such positive contributions may not compensate for being below expectations in any area.”

It is recommended that faculty members use the semester/annual departmental offer letter as part of the agenda for their annual appraisal meeting. Faculty who are candidates for promotion will prepare a packet that illustrates how each expected area was met or exceeded, for each semester/annual review period. The specific standards for promotion packets are outlined in the sections below.

Definitions

Lecturer. Lecturers are non-tenure track employees whose primary responsibilities are teaching and who possess a higher-level (e.g., post-baccalaureate, graduate) degree from an accredited institution in an appropriate field of specialization or equivalent qualifications based on professional experience. Lecturers are typically hired for one academic year on a Full-Time Equivalent (FTE) appointment. Responsibilities include teaching and other duties as assigned.

Senior Lecturer. Senior lecturers are non-tenure track employees whose primary responsibilities are teaching and who possess a higher-level degree from an accredited institution in an appropriate field of specialization or equivalent qualifications based on professional experience. Senior lecturers are typically hired for one academic year on a Full-Time Equivalent (FTE) appointment. Responsibilities include teaching, service to the university community, and other duties as assigned.

Departmental Faculty Review Advisory Committee (DFRAC): The SHSU Department of Management and Marketing follows procedures based upon the guidance of APS 890301, Sections 5.03 – 5.05. As reflected in Section 5.04, the Department Chair of Management and Marketing will establish a Departmental Faculty Review Advisory Committee (DFRAC) to review promotion candidate packets. The DFRAC will consist of the DPTAC Chair, Assistant Department Chair or t/t faculty member, and two (2) non-tenure track faculty members.

Promotion

Faculty promotion is marked by sustained, high level performance, leadership, and continuous improvement over time at the current rank. Candidates for promotion must demonstrate a professional commitment to sustained productivity as appropriate to the specific appointment, as well as a commitment to the mission of SHSU.

The Department Chair will designate a chair of the DFRAC to convene the review and write a summary of the committee's recommendation(s) on promotion. Recommendation summaries will be delivered to the Department Chair for distribution and approval. The faculty member shall be copied on the committee's recommendation.

As stated in APS 890301, Section 5.04, "the department chair shall communicate in writing to the dean a recommendation regarding promotion no later than May 1. The dean shall then make a decision and document it in writing no later than May 15. The faculty member shall be copied on the chair's recommendation and dean's decision."

For Promotion from Lecturer to Senior Lecturer

Candidates for promotion to Senior Lecturer will provide evidence of a sustained pattern of effective **teaching** and contribution to the academic program. Evidence of a sustained pattern **must** include:

- Have at least five years of full-time teaching (Fall and Spring semester) at Sam Houston State University as a Lecturer
- Have and maintain AACSB qualification.
- Sustained Pattern of Satisfactory Performance for FES 1 and FES 2 scores.
- Positive Annual Faculty Reviews from the Department Chair.
- Positive Annual Faculty Reviews from the Departmental Faculty Review Advisory Committee.
- Compliance with all teaching-related policies and standards of the department, college, and university.

In addition, evidence of a sustained pattern **may** include:

- Contributions to the university, college, and the Management and Marketing Department, including but not limited to course and curriculum development, assessment, innovations in teaching methodology, electronic instruction development, or participation in interdisciplinary academic programs.

