



**College of Business Administration
Department of Business Administration &
Entrepreneurship
Promotion and Tenure (P&T) Standards**

Prepared by the Tenured and Tenure-Track Faculty of the Department
of Business Administration & Entrepreneurship

September 2026

Approved by:

Diana Brown

Diana Brown, J.D.
Associate Professor
Department Chair

Sharmithe Self

Shar Self, Ph.D.
Dean
College of Business Administration



College of Business Administration
Department of Business Administration & Entrepreneurship
Promotion and Tenure Standards
Effective September 2027

Academic Policy Statement (APS) 900417 (January 2025), "Faculty Reappointment, Tenure, and Promotion of Tenured and Tenure-Track Faculty" is the university policy that guides the promotion and tenure process at Sam Houston State University (SHSU). The SHSU Department of Business Administration & Entrepreneurship (BAE) uses *APS 900417* to guide the Department in processes, timelines, definitions, and requirements of the Promotion and Tenure procedures. These items apply universally across the university and the Department of Business Administration & Entrepreneurship adheres to those requirements.

Section 5 of APS 900417 allows the tenured and tenure-track faculty of the Department of Business Administration & Entrepreneurship to develop departmental specific standards of performance for Promotion and Tenure within the department subject to the approval of the department chair, college dean, and university provost.

The policy (*900417*) also defines the following relevant categories of performance as 1) Teaching, 2) Scholarly and/or Creative Accomplishments (the department substitutes the title "Intellectual Contributions" or "ICs"), and 3) Service. (The University category for Patient Care is not included for BAE's policy.)

During the Fall 2022 semester, the tenured and tenure-track faculty of the Department of Business Administration & Entrepreneurship developed the departmental standards for the three (3) categories of performance. The standards were reviewed in the Fall 2025 semester and are attached hereto.

It is important to note that meeting the below criteria does not guarantee or confer an entitlement to tenure and/or promotion to associate or full professor.

Per *APS 900417*, Section 6, candidates for tenure and/or promotion to any level must prepare and submit into Watermark a Faculty Review Portfolio in accordance with university-established timelines. In addition to the minimum expectations established in *APS 900417*, the candidate's portfolio is expected to include support evidence for each performance category and narratives that discuss the candidate's impact, innovation, and effectiveness for each performance category. It is not the responsibility of the DPTAC Committee or department chair to search for or identify such information.

In addition to the candidate's Faculty Review Portfolio materials, the department chair and college dean may, on behalf of the University, place in the candidate's portfolio file the following additional information (per *APS 900417*, Section 6.01):

- The candidate's FES reports from the review period
- Letters from committee chairs, program directors, center directors, or similarly positioned leaders
- Documentation regarding any hiring agreements related to progress toward tenure and/or promotion

Unique to the College of Business Administration (COBA)

COBA is accredited by the Association to Advance Collegiate Schools of Business (AACSB, International). One of the categories reviewed by AACSB is the faculty qualifications of the college's faculty. COBA

determines the requirements for the various status levels of faculty qualifications. In the Department of Business Administration & Entrepreneurship, candidates for promotion and/or tenure must meet COBA's standards for faculty qualifications related to AACSB accreditation and described in the following table. In general, doctoral-qualified faculty should meet the "Scholarly Academic" or "Practice Academic" category. In no instance should a doctoral-qualified faculty member be "Additional." Doctoral-qualified faculty classified as "Additional" will not be tenured or promoted in the Department of Business Administration & Entrepreneurship.

COBA's AACSB Qualification Criteria for SA & PA, 2024-2025

Category	Initial Preparation	Ongoing Activities
Scholarly Academic (SA)	<p>Expected to possess a terminal degree or be ABD in the teaching discipline (or in a closely related field). Faculty members holding a terminal degree outside of business, but whose primary teaching responsibilities are in business will be considered to have met the criteria for SA status if they have completed a minimum of 18 hours of graduate coursework in their teaching/related field or have prior college-level teaching experience in their teaching/related field, or have research experience in their teaching/related field, or professional development or have industry experience in the field of teaching sufficient enough to provide a basis for participation in the mix of teaching, intellectual contribution, and service required by the college and the university. Recognized professional certifications or licenses may be used to demonstrate training and expertise in a primary teaching field.</p> <p>Per AACSB, a variety of terminal degrees may be related to the faculty member's field of teaching. Some examples of commonly accepted terminal degrees in business include; 1) doctoral degrees in business or closely related business discipline (PhD or DBA); 2) a law degree (JD) for those teaching courses or modules related to law or aspects related to</p>	<p>Six Academic Engagement Activities, including at least two publications in peer-reviewed journals¹ (Level 1 Academic Engagement Activity) in the last six years.² Doctoral faculty with SA status hired to serve as an administrator: To maintain the SA status during his/her tenure, an administrator must meet at least 50% of the SA maintenance standards. Attending conferences / workshops related to accreditation counts as engagement activities.</p>

	the legal environment of business (e.g., ethics, negotiations, real estate, business contracts, human resource laws, international business law, or entrepreneurial law). Additional terminal degrees may also be appropriate for SA status when the degree is closely related to the faculty member's field of teaching and the faculty member sustains currency through scholarly activities in that field consistent with this standard.	
Practice Academic (PA)	Expected to possess a terminal degree in the teaching discipline (or in a closely related field). PA status applies to faculty members who augment their initial preparation as academic scholars with development and engagement activities that involve substantive linkages to practice, consulting, and other forms of professional engagement.	Six Academic or Professional Engagement Activities in the last six years. ³ Doctoral faculty with PA status hired to serve as an administrator: To maintain PA status during his/her tenure, an administrator must meet at least 50% of the PA maintenance standards. Attending conferences/workshops related to accreditation counts as engagement activities. If an administrator fails to meet SA status during his/her tenure as an administrator, he/she may be re-classified as PA and they need to meet at least 50% of PA maintenance standards. Attending conferences / workshops related to accreditation counts as engagement activities.

¹Articles must be in non-predatory journals (with active links) listed under ABDC, SJR, or Cabell's or included in the academic or professional journals list maintained by COBA Faculty Research Committee. Department committees are responsible for identifying externally validated standards for evaluating practitioner journals. Once a practitioner journal has received a quality equivalence rating, this information is to be shared with COBA Faculty Research Committee that maintains the Quality Practitioner Journals list.

²Newly hired faculty who have earned a terminal degree in the teaching discipline in the last six years or are ABD in the last three years are classified as SA faculty.

³Faculty hired as SA (or earlier as academically qualified (AQ)) are expected to maintain their SA status unless there is a compelling justification to allow for reclassification as PA.



College of Business Administration
Department of Business Administration & Entrepreneurship
Promotion and Tenure Standards
Teaching Standards

For Promotion to **Associate Professor and Tenure**

APS 900417 (January 2025) Policy Standards related to Teaching (page 8):

- *“Sustained effective teaching and mentoring of students as documented by student evaluations and peer and chair review. Other possible measures may include an exemplary record of academic advisement, supervision of student research, or thesis/dissertation direction, as appropriate for the discipline”*
- *“Sustained contribution to program support, such as course and curriculum development, innovations in teaching methodology, electronic instruction development, or participation in interdisciplinary academic programs”*
- *“Participation in professional development activities to update skills or to gain new expertise”*

Department of Business Administration & Entrepreneurship Standards:

Candidates for promotion to associate professor and tenure will provide evidence of a sustained pattern of effective teaching and contribution to the academic program, and ensure that all such evidence and a corresponding narrative is entered into Watermark. The narrative should discuss the impact, innovation, and effectiveness of the faculty member’s teaching. It is not the responsibility of the DPTAC Committee to search for or identify such information. Evidence of a sustained pattern may include but is not limited to:

- Sustained Pattern of Satisfactory Annual FES 1 and FES 2 scores
- Positive Annual DPTAC Reviews
- Positive Annual Probationary Faculty Reviews from the Department Chair
- Contributions to the University, department, or college, including but not limited to, course and curriculum development, innovations in teaching methodology, electronic instruction development, or participation in interdisciplinary academic programs
- Active involvement in teaching innovation, training, and/or development
- Evidence of teaching effectiveness
- Outstanding innovation/motivation in the classroom promoting student success
- Participation in professional development activities to update skills, gain new expertise, or maintain/attain professional designations relevant to the discipline or teaching
- Substantial compliance with all mission-critical, teaching-related policies and standards of the department, college, and University

Examples of teaching innovation, training, or development activities include, but are not limited to:

- New course preparation or redesigns
- New pedagogy or teaching activity
- Guest speakers or embedded writing tutors

- Substantial use of educational technology (e.g., Blackboard, GroupMe, TopHat, Flipgrid, InterviewStream)
- Pedagogical course certifications, fellowships, or programs completed

Evidence of teaching effectiveness includes, but is not limited to:

- Positive feedback, emails, or letters from students or administration
- Mentoring students and/or helping students with professional or academic advancement (e.g., letters, advising students, thesis or dissertation committee, honors contracts, independent studies, extra evaluation of student documents)
- Nomination or receipt of teaching or mentoring award

For Promotion to **Professor**

APS 900417 (January 2025) Policy Standards related to Teaching (page 9):

- *"Sustained, effective teaching and mentoring of students as documented by student evaluations and peer and chair review. Other measures may include an exemplary record of academic advisement, supervision of student research, or thesis/dissertation direction, as appropriate for the discipline since the last promotion"*
- *"Leadership in program support, such as course and curriculum development, innovations in teaching methodology, electronic instruction development, participation in interdisciplinary programs, or mentoring of less-experienced faculty"*
- *"Participation in professional development activities to update skills or to gain new expertise"*

Department of Business Administration & Entrepreneurship Standards:

Candidates for promotion to professor from associate professor will provide a narrative and evidence of a sustained pattern of effective teaching and contribution to the academic program. The narrative should discuss the impact, innovation, and effectiveness of the faculty member's teaching. It is not the responsibility of the DPTAC Committee to search for or identify such information. It is the obligation of the faculty member to ensure all information is entered into Watermark. Evidence of a sustained pattern may include:

- Sustained Pattern of Satisfactory Annual FES 1 and FES 2 scores
- Positive Annual DPTAC Reviews
- Positive Annual Reviews from the Department Chair
- Evidence that course design, content, and delivery contribute to successful learning objectives and/or innovative course design, content, and/or delivery
- Sustained evidence of leadership and participation in departmental, college, University, and/or professional teaching initiatives
- Student and/or faculty mentoring, as evidenced by project deliverables, honor's contracts, student or faculty testimony, or oversight of student research grants, faculty course development, or other areas of pedagogy
- Continued participation in professional development activities to update skills or to gain new expertise
- Leadership in contributions to the University, college, and program support, such as course and curriculum development, innovations in teaching methodology, electronic instruction development, or participation in interdisciplinary academic programs

- Participation in professional development activities to update skills, gain new expertise, or maintain/attain professional designations relevant to the discipline or teaching
- Leadership in compliance with all mission-critical, teaching-related policies and standards of the department, college, and University



College of Business Administration
Department of Business Administration & Entrepreneurship
Promotion and Tenure Standards
Research Standards

For Promotion to **Associate Professor and/or Tenure**

APS 900417 (January 2025) Policy Standards related to Research (page B) states: "sustained pattern of peer- reviewed research/publications, creative activities, or scholarly work that contributes to the applicant's discipline; evidence of growth in quality/significance of scholarly or creative contributions"

Department of Business Administration & Entrepreneurship Standards:

Candidates for promotion to associate professor and tenure will provide a portfolio with an adequate quantity of Intellectual Contributions, which shall include *Scholarly and/or Creative Accomplishments* as defined in the Department's FES 3 Standards. The portfolio of Intellectual Contributions will:

- Demonstrate a sustained pattern of peer-reviewed research/publications, and evidence of growth in quality/significance of scholarly or creative contributions.
- Provide evidence of a focused research agenda and increasing depth and/or breadth of exploration in one's scholarly activities over time.
- Exhibit rigor and originality as evidenced by the quality of the outputs. The quality of journal articles will be determined by the *Quality* and *Higher Quality* definitions used in the Department's FES 3 standards.
- Reflect sufficient quantity of outputs. Publications should average approximately one *Quality* publication per year. *Higher Quality* publications may allow for some flexibility in the average number expected.

It is not the responsibility of the DPTAC Committee to determine this information. It is the obligation of the faculty member to ensure all evidence, supporting narratives, and information are entered into Watermark. The narrative should discuss the impact, innovation, and effectiveness of the faculty member's intellectual contributions.

In addition to published journal articles, the candidate may establish the adequacy of his or her research record for promotion and/or tenure with other contributions that include, but are not limited to, the following:

- Applied discipline-specific research validated by peers addressing a real-world case, problem, or organizational advancement
- Textbook chapters, publications in practitioner journals or discipline-appropriate publications, and other activities related to the candidate's research interests
- Impact of the candidate's work as established through the citation of his/her work by other published academic studies or media outlets over the probationary period
- The role and contributions of the candidate in published works, if known, by members of the department DPTAC committee through collaboration as co-authors
- Creative activities, or scholarly work that contributes to the applicant's discipline

- Instructional technology, patents, or commercialization of research
- Extenuating circumstances (e.g., tolling, extended illness) considered by the department DPTAC and chair

For Promotion to **Professor**

APS 900417 (January 2025) Policy Standards related to Research (page 9) states: "leadership in peer-reviewed research/publication, grantsmanship, creative activities, or scholarly work that contributes to the applicant's discipline; evidence of growth in quality/significance of scholarly or creative contributions; sustained contribution to the intellectual culture of the University"

Department of Business Administration & Entrepreneurship Standards:

Candidates for promotion to professor from associate professor will provide a portfolio with an adequate quantity of intellectual contributions. The intellectual contributions will still include peer-reviewed journal articles and applied discipline-specific research validated by peers but may also include more emphasis on other types of discipline-appropriate ICs such as presentations, research grants, collaborative endeavors with schools, industries, or civic agencies, policy analyses, independent consulting, and Supreme Court appellate briefs, and other activities related to the candidate's research interests. The portfolio of intellectual contributions will:

- Provide evidence of a focused research agenda resulting in depth and/or breadth of exploration in one's scholarly activities.
- Reflect sufficient quantity of outputs and demonstrate a sustained or improved record of publishing from time of promotion to Associate Professor and evidence of leadership, significance, and quality of scholarly or creative contributions.
- Exhibit rigor and originality as evidenced by the quality of the outputs. The quality of ICs will be determined by the *Quality* and *Higher Quality* definitions used in the Department's FES 3 standards. The quality of other outputs will be judged by their contribution to the establishment of the reputation of the candidate as an expert in the field.

It is not the responsibility of the DPTAC Committee to determine this information. It is the obligation of the faculty member to ensure all evidence, supporting narrative, and information are entered into Watermark. The narrative should discuss the impact, innovation, and effectiveness of the faculty member's intellectual contributions.

The candidate may demonstrate additional considerations to establish the adequacy of his or her research record for promotion that include, but are not limited to, the following:

- Impact of the candidate's work as established through the citation of his/her work by other published academic studies or media outlets over the period since last promotion
- Areas of focus in the candidate's research portfolio that reflect growing expertise and depth in a particular field (e.g., ICs built on previous work by the candidate, invited presentations, etc.)
- The assumption of leadership roles through the collaboration and mentoring of junior faculty in the creation and development of ICs
- The enrichment of departmental- or college-level research culture through the initiation of research workshops
- Extenuating circumstances (e.g., tolling, extended illness) considered by the department DPTAC and chair



**College of Business Administration
Department of Business Administration & Entrepreneurship
Promotion and Tenure Standards
Service Standards**

For Promotion to **Associate Professor** and Tenure

APS 900417 (January 2025) Policy Standards related to Service (page 9):

- *"Sustained, documented service to the University, profession, or community, as appropriate for the discipline"*
- *"Demonstrated effectiveness as a contributing member in accomplishing the goals of the department/college/University"*

Department of Business Administration & Entrepreneurship Standards:

Candidates for promotion to associate professor and tenure will provide evidence of a sustained pattern of impactful service to the University, profession, or community, as appropriate for the discipline by:

- Attending mandatory events and attending and contributing to non-mandatory events, of the department, college, and University

AND

- Serving on and contributing to various active committees of the department; college; university; and/or academic, professional, or community organizations
- Participating in other discipline-appropriate service activities as outlined in the FES 4 standards
- Demonstrating effectiveness as a contributing member in accomplishing the goals of the department, college, or University

It is not the responsibility of the DPTAC Committee to determine this information. It is the obligation of the faculty member to ensure all evidence, supporting narrative, and information are entered into Watermark. The narrative should discuss the impact, innovation, and effectiveness of the faculty member's service.

For Promotion to **Professor**

APS 900417 (January 2025) Policy Standards related to Service (page 9):

- *"Sustained, documented leadership in service to the University, profession, or community, as appropriate for the discipline"*
- *"Demonstrated leadership in accomplishing the goals of the department/college/University"*

Department of Business Administration & Entrepreneurship Standards:

Candidates for promotion to professor from associate professor will demonstrate evidence of leadership and/or exemplary service impact, and demonstrate effectiveness as a contributing member in accomplishing the goals of the department, college, or University. There is a minimum expectation of significant leadership at the departmental, college, University, or professional level, as well as additional involvement in multiple other areas to be considered for promotion to full professor. This category includes service to students, colleagues, program, department, college, and the University;

administrative and committee service; and service beyond the University to the profession, community, state, and/or nation, including academic- or professionally-related public service.

It is not the responsibility of the DPTAC Committee to determine this information. It is the obligation of the faculty member to ensure all evidence, supporting narrative, and information are entered into Watermark. The narrative should discuss the impact, innovation, and effectiveness of the faculty member's service.

In addition, the candidate will provide evidence of a sustained pattern of service leadership, such as:

- Creating and hosting a non-mandatory event of the department, college, or University
- Chairing various active committees of the department; college; University, or academic, professional, or community organization
- Leading a discipline-related academic, business, profession, or community organization
- Serving as a conference chair/program chair or host
- Serving as a journal editor, associate editor, or editorial board member of a discipline appropriate publication
- Sponsoring and/or advising a discipline-appropriate student organization

In addition to these examples, receiving a service award from the department; college; University; and/or academic, professional, or community organization can serve as demonstrated effectiveness showing accomplishment of service.