

**Faculty Guidelines**

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TEXAS A&M UNIVERSITY  
SAN ANTONIO

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**REASON FOR GUIDELINES**

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These guidelines supplement [Texas A&M University System \(System\) Policy 12.07 Fixed Term Academic Professional Track Faculty](#) and [Texas A&M University-San Antonio \(A&M-San Antonio\) Procedure 12.07.99.00.01 Fixed Term Academic Professional Track Faculty](#).

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**GUIDELINES**

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1. Introduction

In accordance with System Policy 12.07 and A&M-San Antonio Procedure 12.07.99.00.01, A&M-San Antonio adopts these Guidelines to support faculty who are in non-tenure-track positions. In the event these Guidelines conflict with System Policy or A&M-Procedure, the Policy or Procedure shall control.

2. Faculty Titles and Appointments

- a. Full-time faculty who are non-tenure-track shall be categorized as Academic Professional-Track Faculty. Faculty titles in this category include:
  - Lecturer and Senior Lecturer
  - Instructional Assistant Professor, Instructional Associate Professor, and Instructional Professor
  - Clinical Assistant Professor, Clinical Associate Professor, and Clinical Professor
  - Research Assistant Professor, Research Associate Professor, and Research Professor
- b. Departments are expected to undertake searches for appointing new faculty to any of the titles listed above. In emergency situations an Academic Professional-Track faculty member may be hired without a search if a dean grants a search waiver. Waivers should be rare exceptions.

- c. A person appointed to any title in the Academic Professional Track must have credentials appropriate to the title and consistent with SACSCOC rules for accreditation.
  - i. SACSCOC guidelines require that faculty teaching general education or baccalaureate courses at the undergraduate level hold a doctorate or master's degree in the teaching discipline or master's degree with a concentration in the teaching discipline (a minimum of 18 graduate semester hours in the teaching discipline).
  - ii. Faculty teaching graduate and post-baccalaureate course work must hold an earned doctorate or terminal degree in the teaching discipline or a related discipline.
  - iii. Faculty with Lecturer or Senior Lecturer titles should not be assigned to graduate courses.
  - iv. Faculty in Instructional titles may not be assigned to teach graduate courses without the approval of a dean.
- d. All letters of appointment must contain a clear description of the specific professional duties required of Academic Professional-Track faculty both inside and outside the classroom.
- e. The specific professional duties required in a letter of appointment must be appropriate to the faculty title, as outlined in Section III.
- f. The letter of appointment should specify the criteria by which performance is to be evaluated and by which promotion is to be obtained.
- g. In cases where instructional demand is predictable and budgets permit, department heads and other supervisors should consider making appointments that extend beyond a single year.
- h. When an annual appointment is renewed, the salary should be reviewed in the light of any merit raises that may be in effect for comparable faculty on longer-term appointments. Equity issues, including, but not limited to, applicable service

expectations and workload distribution, should also be addressed.

- i. Notice of non-reappointment, or of intention not to reappoint a professional track faculty member, should be given in writing in accordance with the following standards:
    - (a) not later than March 1 of the first academic year of service,
    - (b) not later than December 15 of any future years of service for all faculty who maintain a satisfactory performance as measured by an overall score of at least “Meets Expectations” in their last Annual Performance Review.
3. Duties and Responsibilities of Different Faculty Titles
- a. Faculty with the title of Lecturer or Senior Lecturer will normally hold a master’s or terminal degree in the teaching field and primarily be engaged in instruction. Faculty in these titles may have a service expectation but will not have a research expectation.
  - b. The standard teaching load per semester for a full-time Lecturer or Senior Lecturer depends upon the faculty member’s service expectation. Faculty in these titles who have service expectations will work 12 semester credit hours per semester while faculty in these titles who have no service expectations will work 15 semester credit hours per semester. Only direct teaching activities defined under [A&M-San Antonio Procedure 12.03.99.01 \*Faculty Workload\*](#) will count for the purpose of calculating teaching loads for faculty on this track. Course loads in excess of the standard load require the approval of a dean. Faculty in Lecturer or Senior Lecturer titles should not be assigned to graduate courses.
  - c. Faculty with the title of Instructional Assistant Professor, Instructional Associate Professor, or Instructional Professor normally hold a terminal degree in the teaching field and will be engaged in instruction, significant service, and in extenuating circumstances, administrative activities. The category of service is understood broadly to include student advising and pedagogically-related activities outside the classroom.
  - d. The standard load for each semester for a full-time faculty member on the Instructional track is determined by the Department and should not be greater than 12 semester credit hours. Only direct teaching activities defined under [A&M-San Antonio Procedure 12.03.99.01 \*Faculty Workload\*](#) will count for the purpose of calculating teaching loads for faculty on this track. Course loads in excess of the

standard load require the approval of a dean. The course load may be reduced in instances of a substantial service assignment (e.g., serving as director or coordinator of a program). Faculty in the Instructional track may be assigned to graduate courses.

- e. Faculty with the title of Clinical Assistant Professor, Clinical Associate Professor, or Clinical Professor normally hold terminal degrees in an applied professional discipline and be licensed or license-eligible in that discipline. This appointment often involves teaching students who are working toward a degree in an applied professional discipline or who are working toward a credential that leads to state licensure. Faculty in Clinical tracks will be engaged in instruction and significant service and may be expected to perform administrative activities. The category of service is understood broadly to include student advising and pedagogically-related activities outside the classroom.
- f. The standard teaching load for a faculty member in the Clinical track is determined by departmental needs and objectives for the position as well as other obligations of the position. This appropriate teaching load may vary both within and across departments.
- g. Faculty with the title of Research Assistant Professor, Research Associate Professor, or Research Professor will be primarily engaged in research, typically funded with extramural funds. They may engage in some instructional activities. Service is not required in these titles but is not prohibited. Faculty in Research tracks will not be assigned administrative activities.

#### 4. Annual Evaluation

- a. All Academic Professional-Track Faculty should receive an annual evaluation. The evaluation should support Professional-Track Faculty in their growth and development and should assess their progress toward promotion.
- b. The annual evaluation should be guided by the professional duties specified in the letter of appointment or annual renewal letter and any specific expectations or criteria for evaluation described there.
- c. Lecturers and Senior Lecturers will only be evaluated on the quality of their teaching, on work they have done to enhance instructional effectiveness, and on the value of

their service contributions if they have service expectations. Evaluating work completing for enhancing instructional effectiveness should take into account everything that faculty members have done to improve their performance in the classroom and to enhance the learning experience for students.

- d. Faculty in Instructional tracks will be evaluated on the quality of their teaching and service contributions and on work they have done to enhance instructional effectiveness. This evaluation should take into account everything that faculty members have done to improve their performance in the classroom and to enhance the learning experience for students.
- e. Faculty in Clinical tracks should be evaluated on the quality of their expected contributions as outlined in the letter of appointment or annual renewal letter.
- f. Faculty in Research tracks should be evaluated on performance in the categories of research, scholarly or creative endeavors and should be held to departmental standards for tenured- and tenure-track faculty in these categories. The record of extramural funding should also be considered in the review. If a Research faculty member taught during the review period or performed any service to the department, college, university, or profession that should also be evaluated in the annual review.

#### 5. Professional Development Support for Academic Professional-Track Faculty

- a. Departments are expected to provide Academic Professional-Track Faculty support for professional travel that is relevant to their appointment and is consistent with the departmental policy for tenured and tenure-track faculty members. This includes, but is not limited to, support for travel to conferences or workshops that will enhance the individual's effectiveness in teaching or service.
- b. Department heads may, with approval of a dean, provide a temporary course load reduction to Academic Professional-Track Faculty who have achieved promotion (i.e., Senior Lecturers and faculty who have earned the rank of Associate Professor or Professor) for professional development activities that enhance teaching or service capabilities for both the individual and the department. Such a reduction should not be provided more often than once every five years.

## 6. Procedures and Criteria for Promotion

- a. This section specifies A&M-San Antonio's minimum procedures and criteria for promotion in Academic Professional-Track titles.
  - i. All promotions in the Academic Professional Track will follow the same processes and timelines as for tenure-track and tenured faculty with these exceptions:
    - No report on scholarly and/or creative endeavors is required in the dossier;
    - College committee review will be completed by a Dean's Advisory Committee specifically dedicated to promotions in the Academic Professional Track. This committee comprises a minimum of two Academic Professional-Track Faculty who have earned promotion and a minimum of one tenured faculty member. If there are insufficient numbers of Academic Professional-Track Faculty at the appropriate rank, the members shall be selected from tenured faculty in the department. Committee members are chosen by the dean and names are presented to department heads for endorsement.
  - ii. Departments may set additional promotion criteria that should be specific in departmental bylaws but cannot impose research expectations on faculty in titles where research is not expected, nor can research be substituted for service in titles where service is required (e.g., in the Instructional track).
  - iii. Increased compensation, multi-year appointments, and other merits of promotion shall be determined by the faculty member's college.
- b. Lecturers. Full-time Lecturers may be considered for promotion to Senior Lecturer. Criteria for such promotion include:
  - i. Normally service of at least five years in the department as a full-time faculty member.
  - ii. Demonstrated meritorious teaching as indicated by a combination of some of the following:

- Strong teaching performance as evidenced by peer evaluation and annual review;
- Development of effective pedagogical methods and materials as evidence by peer evaluation and annual review;
- Evidence of high quality class preparation and student interaction;
- Successful development of new courses or major revisions of existing courses;
- Significant self-development activities leading to enhanced teaching effectiveness;
- Offering high impact experiences for students;
- Receiving competitive funding for teaching; and
- Selection for a college or departmental outstanding teacher award.

c. Faculty in Instructional Titles:

i. Instructional Assistant Professors may be considered for promotion to Instructional Associate Professors. Criteria for such promotion include:

1. Normally service of at least 5 years in department as a full-time faculty member;
2. Demonstrated meritorious teaching as indicated by a combination of some of the following:
  - Strong teaching performance as evidenced by peer evaluation and annual review;
  - Development of effective pedagogical methods and materials as evidence by peer evaluation and annual review;
  - Evidence of high quality class preparation and student interaction;
  - Successful development of new courses or major revisions of existing courses;
  - Significant self-development activities leading to enhanced teaching effectiveness;

- Offering high impact experiences for students;
  - Receiving competitive funding for teaching; and
  - Selection for a college or departmental outstanding teacher award.
3. Demonstrated meritorious service to the department as indicated by some combination of the following:
- Serving actively on university, college, or department committees and task forces;
  - Serving as an advisor to student organizations;
  - Serving in administrative roles within the department;
  - Serving as an active member of the Faculty Senate; and
  - Significant self-development activities that lead to enhance service effectiveness.
- ii. Instructional Associate Professors may be considered for promotion to Instructional Professors. Criteria for such promotion include:
1. Normally served 5 years in rank;
  2. Demonstrated excellence as indicated by a combination of some of the following:
    - Outstanding teaching performance as evidenced by peer evaluation and annual review;
    - Evidence of courses taught at a rigorous and challenged level, with recognized excellence;
    - Publication of widely adopted or acclaimed instructional materials;
    - Developing a new course that fills an identified need in the curriculum;
    - Receiving external grant support for teaching/learning projects;
    - Receipt of awards for success in academic performance by the faculty



member's students;

- Significantly contributing to the professional development of students;
- Outstanding performance as a departmental undergraduate advisor (may also be included as a service activity where appropriate);
- Frequent offerings of high impact experiences for students; and
- Selection for a University or professional society outstanding teacher award.

3. Demonstrated excellence in service to the department, university, or profession as indicated by a combination of some of the following:

- Chairing a university, college, or department committee or task force;
- Sustained service as an advisor to student organizations;
- Serving in key administrative roles within the department;
- Servicing as an office in the Faculty Senate;
- Sustained and significant self-development activities that lead to enhanced service effectiveness; and
- Serving as program director or other major program role or in a similar leadership position at a national or international meeting focusing on teaching.

c. Faculty in Clinical Titles. The relative importance of teaching, service, and/or administration for promotion in the Clinical track will be defined in the initial letter of appointment and subsequent annual renewal letters.

i. Clinical Assistant Professors may be considered for promotion to Clinical Associate Professors. Criteria for such promotion include:

1. Normally served 5 year in rank;
2. Evidence of meritorious fulfillment of duties outlined in initial letter of appointment and subsequent annual renewal letters. May include a

combination of some of the following depending on specific duties:

- Strong teaching, advising, and mentoring as evidenced by peer evaluation and annual reviews;
- Successful development and implementation of programs supporting students' professionalization and preparation for licensure;
- Management of students engaged in professional development opportunities including, but not limited to, field experiences and internships;
- Significant self-development activities leading to enhanced teaching, service, or administrative effectiveness; and
- Service to state, regional, or national professional organizations.

ii. Clinical Assistant Professors may be considered for promotion to Clinical Professor. Criteria for such promotion include:

1. Normally 5 years of service in rank;

- Evidence of excellence in fulfillment of duties outlined in initial letter of appointment and subsequent annual renewal letters. May include a combination of some of the following depending on specific duties:
- Outstanding teaching, advising, and mentoring as evidenced by peer evaluation and annual reviews;
- Receipt of award for development, implementation, and management of programs supporting students' professionalization and licensure.
- Significant placement of students in post-graduate employment and/or completion of student licensures;
- Ongoing self-development activities leading to enhanced teaching, service, or administrative effectiveness; and
- Key leadership position in state, regional, or national professional organizations.

d. Faculty in Research Titles

- i. Promotion for faculty in Research tracks depends on the availability and continuance of extramural funding or whether a department has successfully institutionalized the position(s).
- ii. Promotion from Assistant Research Professor to Associate Research Professor, and from Associate Research Professor to Research Professor, should be consistent with departmental promotion guidelines for tenured and tenure-track faculty in the area of scholarship and creative endeavors.

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**RELATED POLICIES AND PROCEDURES**

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[Texas A&M University System Policy 12.07 \*Fixed Term Academic Professional Track Faculty\*](#)

[Texas A&M University-San Antonio Procedure 12.07.99.O0.01 \*Fixed Term Academic Professional Track Faculty\*](#)

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**APPENDICES**

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Appendix A: Promotions in the Lecturer Titles: Dossier Items and Process

Appendix B: Promotions in the Instructional Titles: Dossier Items and Process

Appendix C: Promotions in the Clinical and Research Titles: Dossier Items and Process

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**CONTACT OFFICE**

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Academic Affairs, Office of the Provost and Vice President for Academic Affairs (210) 784-1202

## **Appendix A:**

### **Promotions in the Lecturer Titles: Dossier Items and Process**

A checklist of all dossier items for promotion in the Lecturer title is below. Promotion files for Senior Lecturer candidates are due at the same time as promotion files of faculty in tenure-track positions.

Materials Submitted to Department by candidates for Senior Lecturer:

- Candidate's Personal Statement on Teaching (Max 3 typed pages, 10-12 point, 1 inch margins)
- Candidate's CV (Be sure CV is in appropriate format)
- Teaching materials (syllabi, handouts, formal teaching portfolio, etc.)

Contents of Dossiers for promotion to Senior Lecturer. Items in bold to be submitted by Department to College:

- Candidate's Personal Statement on Teaching
- Candidate's CV
- Departmental Report on Quality of Teaching
- Departmental Committee Summary Report and Evaluation
  - Give vote and explain outcome; include table on summary of votes
  - Committee members sign report or statement that the report is an accurate summary of the meeting
- Department Head's Recommendation
- College Committee Summary Report and Recommendation
- Recommendation of Dean
- All annual reviews written by the Department Head

## **Appendix B:**

### **Promotions in the Instructional Titles: Dossier Items and Process**

A checklist of all dossier items for promotion in the instructional title is below. Promotion files for candidates for Instructional Associate or full Instructional Professor are due at the same time as promotion files of faculty in tenure-track positions.

Materials Submitted to Department by candidates for Instructional Associate or Full Professor:

- Candidate's Personal Statement on Teaching, Service, and Administration if applicable (Max 3 typed pages, 10-12 point, 1 inch margins)
- Candidate's CV
- Teaching materials (syllabi, handouts, formal teaching portfolio, etc.)
- Service materials
- Other material documenting professional development

Contents of Dossiers for promotion to Instructional Associate or Instructional Professor. Items in bold to be submitted by Department to College:

- Candidate's Personal Statement
- Candidate's CV
- Departmental Evaluation of Quality of Teaching
- Departmental Evaluation of the Quality of Service
- Departmental Evaluation on the Quality of Administration (if applicable)
- Letters of evaluation: at least three and no more than six letters of evaluation
- Departmental Committee Summary Report and Evaluation
  - Give vote and explain outcome, include required voting summary table (see DOF website for template)
  - Committee members sign report or statement that the report is an accurate summary of the meeting

- Department Head's Recommendation
- College Committee Summary Report and Recommendation
- Recommendation of Dean
- All annual reviews written by the Department Head

## **Appendix C:**

### **Promotions in the Clinical and Research Titles: Dossier Items and Process**

A checklist of all dossier items for promotion in the Clinical and Research title is below.

Promotion files for candidates for clinical associate or full professor are due at the same time as promotion files of faculty in tenure-track positions.

Materials Submitted to Department by candidates for Clinical or Research Associate or Full Professor:

- Candidate's Personal Statement on Teaching, Service, Research, and Administration if applicable (if latter two are required in appointment letter) (Max 3 typed pages, 10-12 point, 1 inch margins)
- Candidate's CV
- Materials demonstrating fulfillment of duties outlined in initial appointment letter and subsequent annual reviews
- Other material documenting professional development

Contents of Dossiers for promotion to Clinical or Research Associate or Clinical or Research Professor. Items in bold to be submitted by Department to College:

- Candidate's Personal Statement
- Candidate's CV
- Departmental Evaluation of Quality of Teaching, if applicable
- Departmental Evaluation of Quality of Research, if applicable
- Departmental Evaluation of the Quality of Service, if applicable
- Departmental Evaluation of the Quality of Administration, if applicable
- Letters of evaluation: at least three and no more than six letters

- Departmental Committee Summary Report and Evaluation
  - Summarize discussion and report vote
  - Committee members sign report or statement that the report is an accurate summary of the meeting
- Department Head's Recommendation
- College Committee Summary Report and Recommendation
- Recommendation of Dean
- All annual reviews written by Department Head