

**College of Arts and Sciences
DEPARTMENT OF BIOLOGY
Rank and Tenure Procedures and Criteria
Approved by Faculty of Department of Biology 1/13/2010**

I. PROCEDURE

Evaluation of Application for Promotion and Tenure

Although it is the responsibility of the candidate for promotion and tenure to prepare a dossier for evaluation, tenure, and/or promotion as described in the *College Policy Binder* (section II.A.6), it is the responsibility of the faculty of the Department of Biology to evaluate, fairly and accurately, this dossier. This evaluation is important and should be taken seriously by the departmental faculty. To this end the following process will be followed:

- **Department's Part of the Dossier**

The Department of Biology Promotion and Tenure Committee consists of all Tenured faculty when Assistant Professors are being considered for either Promotion or Tenure, and all Tenured Full Professors for those faculty being considered for promotion to Full Professor. The Chairperson of this committee is a tenured, Full Professor. The Chairperson of the Departmental Promotion and Tenure Committee will be elected by tenured faculty from nominations of tenured candidates with the rank of Full Professor at the first faculty meeting of the Academic year.

The Faculty member being considered for Promotion and/or Tenure, in consultation with their Mentoring Committee and the Department Chairperson, is responsible for assembling the departmental dossier. The various rank and tenure committees consider many candidates; therefore, it is important that the dossiers be assembled in a standard order.

The following is the order from the top down:

- a) Cover sheet and vote of the Department.
- b) Departmental criteria for promotion and tenure.
- c) The candidate's part of the dossier.
- d) Chairperson's form and recommendation.
- e) Report of the mentoring committee.
- f) Two recommendations from colleagues (one colleague selected by the candidate, one by the Chairperson)¹. These letters are available for review by all members of the Promotion and Tenure Committee and the Department Chairperson.
- g) A minimum of four recommendations from students¹, half of which should be selected from a list provided by the candidate, the other half by the Chairperson in consultation with the mentoring committee. These letters are available for review by all members of the Promotion and Tenure Committee and the Department Chairperson.

¹ The candidate should not see the letters.

h) A minimum of four letters² from outside evaluators³ (the candidate should provide a list of potential evaluators; the Chairperson and the mentoring committee should add names to that list; the Chairperson in consultation with the mentoring committee chooses the evaluators). At least two of the letters will be from the candidate's list. These letters are available for review by all members of the Promotion and Tenure Committee and the Department Chairperson.

- **Role of the Departmental Faculty**

All tenured faculty with the rank of professor with primary appointment in the Department (in the case of a candidate for promotion to professor) or all tenured professors and tenured associate professors (in the case of a candidate for promotion to associate professor), chaired by the Departmentally elected Chair of the Department of Biology Promotion and Tenure Committee, should meet, discuss, and vote⁴ for or against the promotion of the candidate. At the time of the meeting, the mentoring committee should prepare and present a report and recommendation to the faculty, as described. This report and recommendation should be comprehensive in covering the criteria for promotion and tenure as outlined by the University, College, and Departmental policies and how the candidate has performed in meeting these expectations. This report should form the focus of the discussion and vote on the candidate's application for tenure and/or promotion. Participation in tenure and promotion discussion and vote is a serious obligation from which a faculty member is not lightly excused. If a faculty member is not able to attend the discussion, the Chairperson should obtain the faculty members vote *in absentia*. In its deliberations the Department considers the following:

- Departmental criteria
- The candidate's part of the dossier
- The letters of recommendation from students
- The letters of recommendations from colleagues
- The letters from outside evaluators
- Recommendation of the mentoring committee

- **Role of the Chairperson of the Departmental Promotion and Tenure Committee**

While the Tenure and Promotion Committee meeting is called to order by the Department of Biology Chairperson, it is the responsibility of the Chairperson of the Promotion and Tenure Committee to facilitate the meeting. This elected Chairperson will call for the report from the Mentoring Committee of the Candidate and facilitate the discussion. The Candidate's mentoring committee will revise their document to reflect the findings and discussion of the meeting. The report is to be circulated to members of the Promotion and Tenure Committee in hardcopy form for verification of accuracy. When this summary is finalized it is submitted to the Department Chairperson, and included as a confidential document in the candidate's dossier.

- **Role of the Candidate**

² The candidate should not see the letters.

³ The outside evaluators should be recognized scholars in the candidate's field. The outside evaluators primarily evaluate the candidate's research and professional reputation but may add any relevant information.

⁴ The vote should be by secret ballot and it should be kept on file until a final decision is reached.

It is the candidate's responsibility to inform the Department Chairperson of his or her intention to apply for promotion by April 1 in order to give the Chairperson and the mentoring committee enough time to solicit letters. The candidate must prepare the dossier, in consultation with the Mentoring Committee and Department Chairperson and parts of the rank and tenure dossier to be considered by the Department must be available for review by the Departmental Promotion and Tenure Committee by September 1. The candidate should be familiar with *The Faculty Manual of Saint Louis University*, particularly those sections pertaining to types of faculty, advancement, and norms for appointment and advancement.

- **Role of the Mentoring Committee**

When a non-tenured tenure-track faculty member joins the faculty of the Department of Biology, a mentoring committee will be appointed. This committee will consist of one tenured faculty member appointed by the Department Chairperson. This individual will chair the committee. The Chairperson in collaboration with the non-tenured faculty member will select a second member for the committee.

The two members of the mentoring committee will select the third member of the committee. Two members of the mentoring committee must be from the Department of Biology, but the third committee member may be selected from another school or college within Saint Louis University if the expertise and duties of the non-tenured faculty member would be best served by such a selection.

The role of this committee is faculty development to assure that the non-tenured faculty member develops his or her academic career successfully towards promotion and tenure. The committee is responsible for helping the faculty member build strengths in teaching, research, service, and advising. It is recommended that this is best achieved through regular meetings between the candidate and individual members of the Mentoring Committee or in regular group meetings. The committee will submit an annual report of the faculty member's progress to the Promotion and Tenure Committee and Department Chairperson by September 1 of each year. At the beginning of the fall semester of the third year of the faculty member's appointment, the mentoring committee will assemble a detailed evaluation of the faculty member's progress towards tenure and promotion, with specific attention to the items detailed above under "Role of the Departmental Faculty." This report will be submitted to the Department Chairperson and the Dean.

The mentoring committee's duties will continue through the promotion and tenure decision. This committee will assist in preparing the dossier for promotion and tenure. They will present a formal evaluation of the faculty member to a meeting of the Department of Biology Promotion and Tenure Committee and lead a discussion of the evaluation.

- **Role of the Department Chairperson**

The Department Chairperson is responsible for administering the promotion process at the departmental level. The Department Chairperson assembles the Department's part of the dossier. The Department Chairperson calls for the official Departmental Promotion and Tenure meeting of the departmental faculty that evaluates the candidate. The Chairperson of the Department of Biology Promotion and Tenure Committee conducts the Promotion and Tenure meeting after it is called to order by the Department Chairperson. Where appropriate the Departmental Chairperson may be excused from part of the discussion by a majority vote of the Rank and Tenure faculty. After the departmental faculty votes, the Chairperson communicates this vote to the members of the Promotion and Tenure Committee and adds this vote to the dossier.

Following the meeting, the Chairperson communicates the recommendation of the Department to the candidate. If the vote is marginal, the Chairperson should discuss the application with the candidate and, if the candidate wishes, provides a written summary of the discussion held at the Promotion and Tenure Committee meeting and summarized by the Chairperson of the committee. In such a case it is crucial that the Department Chairperson make a reasonable effort to ascertain the perceived weaknesses of the candidate's application⁵ and communicate those perceived weaknesses to the candidate. The candidate may withdraw the application at this time. If the dossier is to go forward, the Chairperson adds his or her recommendation. The Chairperson's recommendation should include detailed reasons for the recommendation. The complete dossier must be submitted to the Office of the Dean by October 1.

- **When the Chairperson is the Candidate**

When the Department Chairperson is the candidate, a committee of three tenured faculty members holding the rank of professor will handle the administration of the process. If there are not three tenured professors available to serve, the Dean of the College of Arts and Sciences will be asked to constitute an appropriate committee from within the College. A senior faculty member is chosen to chair the departmental faculty committee to evaluate the candidate.

- **Joint Appointments**

Since the nature of joint appointments varies, the exact method of evaluation should take into account the nature of the joint appointment. An agreement should be reached between the Provost, the Deans, the Department Chairs, and the candidate concerning the method of evaluation during the candidate's first year. In the Department of Biology, any untenured tenure-track faculty member will have a mentoring committee.

Mentoring and Evaluation of Untenured, Tenure-track Faculty

One of the most important duties of a Department Chairperson and mentoring committees is to look after the best interests of the Department's untenured faculty. The Chairperson and mentoring committee should make sure that the untenured faculty member is aware of what is expected of him or her as a member of the profession and as a faculty member in the Department of Biology. The Chairperson should in particular be sure that the untenured faculty member is familiar with the tenure requirements and process at Saint Louis University. The Chairperson should assist and encourage an untenured faculty member to overcome deficiencies. In the Department of Biology these mentoring duties will be the responsibility of the mentoring committee in consultation with the Department Chairperson. By September 1 of each academic year all untenured faculty must make available to the Promotion and Tenure Committee their complete dossier as it stands at that point in time, as well as a summary document that specifies the activities that they have conducted in the previous year and measures that they have undertaken to rectify any identified shortcomings by their mentoring committee or the departmental faculty from the previous year, if any. By the same date, the faculty member's mentoring committee will prepare an annual report of the non-tenured faculty member's progress for the faculty member, the Department Promotion and Tenure Committee, and the Department Chairperson. The Department Chairperson and the Chairperson of the Department Promotion and Tenure Committee are responsible for a response to the mentoring committee and the faculty member about the report. It is important that this report be used as a vehicle for faculty development.

⁵ If these weaknesses did not become clear from the discussion in the departmental meeting, the Chairperson should either meet with individual faculty members or the mentoring committee or solicit comments from them. These comments may be submitted anonymously.

By September 1 of the first semester of the third year the mentoring committee will write a comprehensive evaluation concerning the candidate's progress towards tenure. This report is submitted to the Department Promotion and Tenure Committee and is included in the candidate's dossier for review. Written copies of this report and the report generated by the Chairperson of the Department Promotion and Tenure Committee will be given to the candidate and the Department Chairperson, and a copy will be forwarded to the Dean of the College of Arts and Sciences by the first week of the spring semester. If the candidate disagrees with the report he or she may add a letter to the file stating the disagreement and reason.

Promotion from Associate Professor to Professor

Appointment or promotion to the rank of professor ordinarily presupposes the qualifications for the rank of associate professor. Five years of service at the rank of associate professor in the Department of Biology at Saint Louis University or at another university of equal standing is the usual expectation for consideration; however, criteria as outlined in the section entitled "Criteria for Promotion to Associate Professor with Tenure" must be met for full consideration.

- **Role of the Candidate**

By April 1 of the year preceding the year sought for consideration, the candidate will submit a letter of intent to seek promotion to the Department Chairperson. At that time the Chairperson will assemble a committee of three tenured faculty members holding the rank of professor. One member of the committee will be selected by the candidate, a second by the Chairperson and the third by the two committee members. This committee will work with the candidate and the Department of Biology Chairperson to assemble a dossier for review and a recommendation to an assembly of the Department of Biology tenured faculty members with the rank of professor.

- **Department's Part of the Dossier**

The Department Chairperson is responsible for assembling the departmental dossier. The various rank and tenure committees consider many candidates; therefore, it is important that the dossiers be assembled in a standard order. The following order is from the top down:

- a) Cover sheet and vote of the Department.
- b) Departmental criteria for promotion and tenure.
- c) The candidate's part of the dossier.
- d) Chairperson's form and recommendation.
- e) Two recommendations from colleagues (one colleague selected by the candidate, one by the Chairperson)⁶. These recommendations should be from faculty not on the mentoring committee. These letters are available for review by all members of the Promotion and Tenure Committee and the Department Chairperson.
- f) A minimum of four recommendations from students⁶, half of which should be selected from a list provided by the candidate, the other half by the Chairperson, in consultation with the mentoring committee. These letters are available for review by all members of the Promotion and Tenure Committee and the Department Chairperson.

⁶ The candidate should not see the letters.

g) A minimum of four letters⁶ from outside evaluators⁷ (the candidate should provide a list of potential evaluators; the Chairperson and the mentoring committee should add names to that list; the Chairperson in consultation with the mentoring committee chooses the evaluators). At least two of the letters will be from the candidate's list.

- **Role of the Departmental Faculty**

See "Role of the Departmental Faculty" on page II.A.7.b.2.

- **Role of the Department Chairperson**

See "Role of the Department Chairperson" on page II.A.7.b.3.

II. CRITERIA

Criteria for Promotion to Associate Professor with Tenure

The major criteria for promotion are scholarship and teaching, with equal weight given to both. Demonstrated distinction in these two areas, along with a significant contribution in service, advising, and collegiality is required for promotion to associate professor.

- **Teaching**

Teaching proficiency is a requirement for promotion and tenure. This includes both participation in the main undergraduate and graduate course offerings and the development of upper division and/or graduate courses in their areas of expertise. Teaching must include the supervision of graduate and undergraduate research and senior inquiry projects. Quality of teaching will be judged by student evaluation of lecture and laboratory courses, and peer evaluation by the mentoring committee and the Department Chairperson. Former graduates and undergraduates who have taken a course from or conducted research with the applicant will also assess his or her teaching. Teaching proficiency alone is not sufficient to justify tenure and promotion. However, it along with scholarship constitutes the major criteria for promotion to associate professor.

- **Scholarship**

Research is required for tenure and promotion in the Department of Biology. An active research program that encourages graduate and undergraduate participation should be developed at Saint Louis University. Participation in M.S. (Research) and Ph.D. programs, including supervision of graduate students, is particularly important. Collaborative research with students as well as investigators at other institutions is encouraged and publications resulting rank equally with single author publications. Candidates must demonstrate peer recognition of their research by publishing research papers in nationally or internationally recognized, peer-reviewed journals. Because biology is a multifaceted discipline, measuring scholarly productivity depends upon the type of data that one must collect within a particular subspecialty. The nature of the research project, the number of years required to collect meaningful, reproducible data, and a myriad of other factors appropriate to each discipline negate assignment of a particular number of acceptable publications. However, within the typical five-to-six year time frame, no less than two

⁷ The outside evaluators should be recognized scholars in the candidate's field. The outside evaluators primarily evaluate the candidate's research and professional reputation but may add any relevant information.

original papers based upon new research carried out after the Ph.D. or postdoctoral fellowship; must be published in peer-reviewed journals, although the number should significantly exceed this level. The Department Chairperson in consultation with the faculty member's mentoring committee and the faculty member will determine the expected number of publications. This number must be agreed upon before the third-year review of the faculty member. It is also essential that candidates present research results at national scientific meetings. The acquisition of external funding to support their research programs is expected but not required. However, the active pursuit of research grants or contracts from private foundations, state and/or federal agencies, industry or commodity groups is required.

- **Service**

Service includes other professional activities that represent a normal part of the academic profession. These activities may include service on department, college, and university committees, participation in international or regional societies in the applicant's area of expertise, review of journal articles and research proposals, participation in programs to improve science education, and professional service in the community.

- **Advising**

All faculty members in the Department are expected to be good advisors. This includes being familiar with university and departmental requirements as well as assisting undergraduate and graduate students in selecting courses and preparing class schedules. Advising also includes writing letters of recommendation and advising students on their career goals and opportunities after graduation.

- **Collegiality**

For the effective operation of a department, collegiality among its members is expected. For this reason all candidates for rank and tenure must be able to interact with faculty and students in a constructive and professional manner. Collegiality includes sharing of committee assignments, participating in departmental and university functions, providing advice in areas of research and teaching to faculty and students in the University, and collaboration with colleagues within and outside of the Department when appropriate.

- **Skill and Knowledge**

All faculty members in the Department of Biology are expected to exhibit a skill and knowledge of their craft that is adequate to lead to publication in major peer reviewed journals, funding of research, and above average teaching evaluations by students and peers.

Criteria for Promotion to Professor with Tenure

For promotion to professor, it is expected that the candidates will strengthen their credentials in scholarship and teaching beyond those required for promotion to associate professor. However, one's university career may take a variety of paths, all of which constitute an important and valued contribution to the Department and to the University. Therefore a certain degree of flexibility has been incorporated into the criteria for advancement to the position of professor. Service, which played a minor but important role in the tenure decision, now can play a major role in the decision for promotion to professor. Therefore, the three major criteria for advancement to professor are scholarship, teaching, and service. Superior performances in two of these areas along with a substantial contribution in the third area are necessary for promotion to professor. As with the promotion to associate professor, significant contributions to advising and collegiality are also required.

- **Teaching**

Excellence in teaching can be demonstrated by the following:

- a) A depth and breadth of knowledge, not only in the classroom but also with research students.
- b) The continued mentoring and graduation of M.S. (R) and Ph.D. students.
- c) The continued development of upper division and graduate courses in current areas of biology.
- d) University-wide or nation-wide recognition of teaching excellence in the form of teaching awards.
- e) The development and publication of textbooks, methodologies, and novel teaching approaches that are widely used in secondary, undergraduate, or graduate teaching.
- f) The development and implementation of programs that enhance the teaching of biology to members of the community and the University.

- **Scholarship**

Excellence in scholarship is seen as the acquisition of national or international standing in one's area of expertise. Among the kinds of evidence that can support achieving this status are the following:

- a) A sustained publication record of original contributions in the field, whose importance is supported by peer evaluations and by citations of these works by other researchers and scholars. (Expectations for scholarly effort will significantly exceed those required for promotion from assistant to associate professor.)
- b) Evidence that the research has made a substantial impact on the field and strongly influenced the thinking of others in the field.
- c) Publication of one or more authoritative books or monographs in the field.
- d) Invitations to present major papers or keynote addresses at professional meetings and symposia.
- e) Elected offices in professional organizations.
- f) Grants or contracts from government or private funding agencies on a sustained basis.
- g) Sustained external funding for research.

- **Service**

Excellence in service can take the following forms:

- a) The chairmanship of the Department.

- b) Leadership roles in university committees that play a major role in the growth and development of the Department and the University.
- c) Leadership roles in national or international professional organizations including organizational roles in symposia or conferences.
- d) Development and teaching of professionally oriented workshops.

III. Promotion of Continuing, Non-Tenure-Track Faculty

The process to be followed in the case of promotion of a non-tenure-track faculty member is generally the same as that for tenure-track faculty except that the criteria and information needed is modified to suit the needs of the candidate's role as a primarily teaching faculty member. These general differences are outlined below under "Promotion of Full-Time, Non-Tenure-Track Faculty in the Department of Biology".

Preamble:

The primary responsibilities for implementing the mission of the College of Arts and Sciences and the Department of Biology typically resides with its full-time, tenure-track faculty. This position reflects not only the historical reality of the usual and customary practice of the College and Department but also a continuing imperative for the integrity and viability of the mission of the Department and College which includes the traditional academic functions of teaching, research, and service. The needs of the Department of Biology and College may, on occasion, necessitate the hiring of full-time, non-tenure-track faculty to work with the full-time, tenure-track faculty in achieving and enhancing this mission. Such personnel can represent a special talent or resource not otherwise available within the full-time, tenure-track faculty or a competency which augments those of the full-time, tenure track faculty in ways distinct from assistance provided by other, part-time, or adjunct faculty. While their contributions may be substantial to the Department's or College's purposes, the status of full-time, non-tenure-track faculty is a recognized departure from established practices within the College and presents separate, unique, and special issues regarding decisions as to their retention and promotion. It is the intent of this section of the Department of Biology document to affirm their rightful place as full members of the Department of Biology and College of Arts and Sciences faculty and to assure their rights and responsibilities as faculty members. Thus, these norms and procedures are established in an effort to clarify their distinctiveness, to protect their interests, and to provide direction as to procedures for hiring and promotion.

Definition:

Non-tenure-track faculty in the Department of Biology, the College of Arts and Sciences and the University are defined as "individuals who are not eligible for tenure but have appointments that are renewable."⁸ Within the College of Arts and Sciences, full-time, non-tenure-track faculty are limited to persons whose primary responsibility is usually⁹ that of teaching and instruction and are hereafter referred to as "teaching faculty."

⁸ The Faculty Manual of Saint Louis University currently in effect.

⁹ In most cases their responsibilities involve teaching and advising of majors; however, they may also conduct scholarly work with the permission of their supervisor and if they are funded for applied, pedagogical, or pure scientific studies, and have available facilities to conduct said studies.

Rights and Privileges of Non-tenure-track Faculty

Non-tenure-track faculty have the same rights and privileges of tenure-track faculty in the Department of Biology with the following exceptions:

1. They do not attend or vote on tenure and/or promotion of tenure-track faculty.
2. They are generally not provided with a research laboratory unless they have extramural funding.
3. They generally do not receive a research budget from the Department of Biology.

Performance Expectations:

It is expected that modification will be made in the usual faculty requirements pertaining to teaching and service in the performance expectations of teaching faculty. Such distinction is central to their function within the Department of Biology and College of Arts and Sciences. Their evaluation as teaching faculty will principally focus on their performance in the classroom and laboratory environments and advising and mentoring. Performance in other areas of teaching and service will also be evaluated relative to their weight in the employment expectations of each teaching faculty member. However, the basic criteria for evaluation should be established for each case within three months after the faculty member is hired and should be reviewed annually in consultation with their mentoring committee and the Department Chairperson. Each year the Faculty Promotion and Tenure Committee meets, discusses, and votes on whether to recommend that the non-tenure track faculty's contract be renewed for the following year. Each candidate's mentoring committee brings forward a recommendation to be voted on by the Departmental Rank and Tenure Committee. In the case of a recommendation of a non-renewal the non-tenure track faculty must be given the necessary notice as per the faculty manual of Saint Louis University.

Ranks:

The College of Arts and Sciences uses three ranks of non-tenure-track faculty. They are, in ascending order: Non-tenure track instructor, Non-Tenure Track Assistant Professor, Non-Tenure Track Associate Professor, and Non-Tenure Track Professor.

Promotion in Rank:

Although achievement of tenure is, by definition, not available to non-tenure-track faculty, promotion can be important to both the academic career of teaching faculty members and to the vitality and development of the Department and College. Promotion in rank is earned through the diligent and persistent demonstration of competence in the specified responsibilities of the position, and signals recognizing levels of achievement from colleagues in the Department, College, and wider University community. The core of the evaluation process for promotion is the end result of a carefully executed, faculty peer review.

Mentoring Committee:

All non-tenure track faculty in the Department of Biology will be assigned a mentoring committee of peers as described for tenure-track faculty.

Promotion Procedures:

The Department of Biology generally follows the procedures specified in the University Faculty Manual and those for tenure-track faculty in the Department currently in effect and uses the same

forms. Such forms are modified as necessary to indicate that promotion in rank, but not tenure, is being considered in the process.

For eligible faculty, the Chair of the Department where the faculty member resides initiates the process in the Spring semester of each year following a request from the faculty member. The faculty member, together with the Department Chairperson and mentoring committee begins the process of collection of relevant data. Inasmuch as the teaching faculty member's primary responsibilities are in the areas of teaching, instruction, and advising, the Chair solicits evaluation of the candidate's promotion also by any Programmatic Directors, if applicable, as additional sources of evaluation. The Chair of the Department and Chair of the mentoring committee also selects four students to evaluate the candidate using the standard College form. In selecting student evaluators, they choose at least two students who have worked closely with the candidate. They will also select at least two student evaluators from among those students who have taken a course, with grade of "B" or better, with the candidate. If the candidate offers graduate courses some of the student letters may come from students who have taken a course, with grade of "B" or better, with the candidate.

By September 1 of the same year the candidate must submit in full to the Department Chair supporting materials of their performance in teaching, instruction, and advising, including a self-statement on their philosophy of teaching and advising students, and a letter summarizing their accomplishments at SLU. The Chairperson and the candidate each select one faculty member for colleague letters (faculty on the mentoring committee are not eligible).

Faculty evaluations, student evaluations, and other pertinent, supporting material are forwarded, with the candidate's materials, to the College of Arts and Sciences Rank and Tenure Committee for its consideration and review. Procedures for review are as specified in the Faculty Manual currently in effect. Voting will be consistent with tenure-track faculty.

Norms for Promotion in Rank:

University-wide norms for promotion and tenure as specified in the Faculty Manual of Saint Louis University currently in effect serve as general guidelines for the norms of the College of Arts and Sciences and Department of Biology. The norms of the College and Departments are further specifications of the criteria and standards of the University, and elaborate and expand on them.

General

1. Terminal degree: The Ph.D. degree will be considered the usual and minimal terminal degree for teaching faculty in the Department of Biology.
2. Demonstrated competence in teaching, instruction, and advising assignments, the principal employment expectation of teaching faculty, is required for promotion. Competence in other areas of performance as specified at the time of hiring and as modified in annual contracts may also be required for promotion. Outstanding achievement in some but not all of the specified areas does not serve to substitute for less than satisfactory accomplishment in remaining areas.

3. Standardized student course evaluations currently in use in the College and Department serve as one source of evidence of teaching competence for teaching faculty whose job expectations include classroom and laboratory teaching and instruction. Other sources of evidence of teaching competence and course development can also be employed to demonstrate teaching competence. These include, but are not limited to, evaluations by other faculty of instructional activities of the faculty member.
4. In addition to the more specifically developed norms in those areas which may constitute the employment expectations of teaching faculty (e.g. teaching, service), candidates for promotion are judged on the basis of collegiality. It is expected in a university setting that faculty work cooperatively with other faculty, with students, and with other members of the university community to achieve common goals and objectives.
5. Requirements pertaining to time-in-rank as specified in the Faculty Manual of Saint Louis University and which apply to promotion considerations for tenure-track faculty apply equally to continuing, non-tenure track faculty.
6. Responsibility for providing evidence of having satisfied norms for promotion rests with the candidate.

Norms for Promotion to The Rank of Associate Professor

Teaching:

Candidates whose employment responsibilities include classroom teaching are expected to earn consistently positive ratings in standardized course evaluations and assessments. An effective teacher demonstrates enthusiasm for learning, stimulates intellectual curiosity, and encourages independent thinking. Course outlines and related materials are expected to reflect careful planning, orderly presentation of material, thoroughness of coverage, and currency of knowledge. Availability to students and a keen sense of service to students in the advising process are considered related aspects of teaching.

Service:

Candidates will be evaluated on the service they have rendered. Service is an essential ingredient in a collegial atmosphere and can assume many forms. It includes active participation in and sharing of responsibilities on various committees within the College and Department as well as participation in University committees and activities. It also may include a wide variety of service to the community as well as to the profession.

Norms for Promotion to The Rank of Professor

To be considered for promotion to the rank of teaching professor, the faculty member must demonstrate continued development of those activities and qualities required for promotion to teaching Associate Professor, and must show evidence of heightened professional reputation in the areas of employment expectations. Usually, candidates considered for promotion to Full Professor have received honors and awards in teaching, achieved recognition for outstanding pedagogical development and supervision of courses, student development, or course

development or training programs within Saint Louis University or between Saint Louis University and other institutions.