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 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). These recommendations should be from faculty not on the mentoring committee.
    g) A minimum of four recommendations from students, 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.
    h) A minimum of four letters\(^1\) from outside evaluators\(^2\) (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**

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\(^1\) The candidate should not see the letters.

\(^2\) 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.
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 Department Chairperson, should meet, discuss, and vote³ for or against the promotion of the candidate. At the time of the meeting, the mentoring committee should prepare a report and recommendation to the faculty, as described. This report and recommendation 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 member’s vote in absentia. In its deliberations the Department considers the following:

a) Departmental criteria
b) The candidate’s part of the dossier
c) The letters of recommendation from students
d) The letters from outside evaluators
e) Recommendation of the mentoring committee

• Role of the Candidate

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. Parts of the rank and tenure dossier to be considered by the Department must be available for review 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 toward promotion and tenure. The committee is responsible for helping the faculty member build strengths in teaching, research, service, and advising. The committee will submit an annual report of the faculty member’s progress to the Department Chairperson. 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. This report will be submitted to the Department Chairperson and the Dean.

³ The vote should be by secret ballot and it should be kept on file until a final decision is reached.
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 departmental faculty 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 chairs the meeting of the departmental faculty that evaluates the candidate. After the departmental faculty votes, the Chairperson adds this vote to the dossier. The Chairperson communicates the recommendation of the Department to the candidate. If the application is marginal, the Chairperson should discuss the application with the candidate and, if the candidate wishes, provides a written summary of the discussion. In such a case it is crucial that the Department Chairperson make a reasonable effort to ascertain the perceived weaknesses of the candidate’s application 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

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4 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.
One of the most important duties of a Department Chairperson is to look after the best interests of the Department’s untenured faculty. The Chairperson 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. The committee will prepare an annual report of the non-tenured faculty member’s progress for the faculty member and the Department Chairperson. The Department Chairperson is responsible for a response to the committee and the faculty member about the report. It is important that this report be used as a vehicle for faculty development.

In the first semester of the third year the mentoring committee will write a comprehensive evaluation concerning progress towards tenure. Written copies of this report will be given to the candidate and the Department Chair, 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 of Non-Tenure-Track Faculty

The process to be followed in the case of promotion of a non-tenure-track faculty member is the same as that for tenure-track faculty except that the criteria should be modified to fit the responsibilities of the candidate. Since the responsibilities can vary greatly within the College, criteria should be established for each case within three months after the faculty member is hired.

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). These recommendations should be from faculty not on the mentoring committee.

f) A minimum of four recommendations from students, 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.

g) A minimum of four letters\textsuperscript{5} from outside evaluators\textsuperscript{6} (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.

\textsuperscript{5} The candidate should not see the letters

\textsuperscript{6} 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.
• **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 original papers based upon novel 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.

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**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.

  July 1, 2000