School for Professional Studies
Rank and Tenure Guidelines and Procedures

1. INTRODUCTION
Promotion in rank and the granting of tenure in Professional Studies are guided by the mission of the School and the activities required of full-time faculty in the ongoing pursuit of the educational goals outlined therein.

The School for Professional Studies offers degrees, certificates and other credit opportunities designed for adults who have a repertoire of experiences and responsibilities related to family, work and community. The educational opportunities offered through Professional Studies embody the tradition of quality education that historically characterizes Saint Louis University. The curricula maintain a strong commitment to the Jesuit ideals of continuous self-improvement, respect for the dignity of all individuals and responsibility for community service. Professionally oriented programs focus on applied theories, practical applications and the development of the whole person. Within this mission, the School for Professional Studies is dedicated to leadership and excellence in its primary purposes of teaching, academic advising, scholarship and professional service.

2. CRITERIA FOR TENURE AND/OR PROMOTION TO ASSOCIATE PROFESSOR
In the School for Professional Studies, five (5) years of service in the rank of Assistant Professor at Saint Louis University or another university of equal standing are ordinarily required for promotion from Assistant Professor to Associate Professor. A faculty member who enters the tenure track in January is credited with a full year of service for that academic year. Application is ordinarily made in the fall of the candidate’s fifth year. The final decision to grant tenure must be made by the end of the candidate’s sixth year. Up to three years of credit for work at another institution (if approved) may be applied to shorten the time of the final decision. Only work performed after the candidate was hired at the University can be used as the basis for advancement. To be eligible for promotion to the rank of Associate Professor and tenure in the School for Professional Studies, multiple indicators of accomplishment are required in teaching and at least three indicators are required in each of the other areas that follow:

2.1 Teaching
In light of the professional orientation of the programs and degrees in the School for Professional Studies, effective teaching is the most important activity of the faculty. Hence, in evaluating the teaching effectiveness of a candidate, consideration should be given to the following: the candidate’s command of the appropriate subject matter and ability to adapt it to the needs of adult learners; evidence of activities that promote the continuous improvement of teaching skills in his or her field; the candidate’s ability to organize material and present it with logic and clarity to adult audiences; the capacity to awaken in students an awareness of the relationship of a subject to other fields of knowledge; objectivity; the creativity, spirit and enthusiasm which vitalize teaching and learning; the capability of the candidate to utilize the principles of interactive learning in the classroom; the candidate’s ability to arouse curiosity in new students and to stimulate
creative work in advanced students; the effectiveness of the candidate in exemplifying the mission of the University. The School recognizes that effective teaching methods can vary from program to program; no single method is considered superior.

Primary evidence of teaching effectiveness includes the results of peer evaluation based on course/class preparation; classroom visitation; the review of course materials including syllabi, handouts and examinations; the evaluation of student products; the SPS Teacher of the Year Award and other formal recognition for teaching excellence; the results of ongoing and systematic student evaluations that are consistently in the upper one-half of student evaluations across the School.

Secondary evidence of teaching effectiveness includes evidence of proven instructional techniques and materials for adult learners that the candidate has developed; acquisition of grants for materials and equipment for the improvement of teaching; invited presentations in -other classes; evidence of effective mentoring of adjunct faculty; participation in continuing education programs for teaching improvement; publication in journals devoted to pedagogy in the candidate’s field of study. Significant evidence of primary and secondary accomplishments in teaching is required.

2.2 Program Administration and Development (when part of assignment)
Significant contributions to program development are expected of all candidates. Evidence of accomplishments in this area includes developing and leading part-time faculty, coordinating/leading curriculum development and revision projects; development of new courses and revisions of syllabi for existing courses; expanding program enrollments from community colleges and the corporate sector; building and maintaining program-related contacts in the corporate community including advisory boards/committees, and program budget oversight.

2.3 Scholarship and Research
In keeping with its mission to serve the educational needs of working adults, scholarship for tenure-track faculty in the School for Professional Studies centers on applied research and the development and application of effective theories, knowledge and skills for improving organizational effectiveness. The evaluation of work in this category will take into account the faculty member’s assigned administrative duties and the presence or absence of refereed journals in his or her field of study.

Evidence of continuing and increasing achievement in scholarship and research includes the publication of monographs, books and chapters of books; publication of articles and research results in refereed and non-refereed journals; funded research grants; development of computer software for use in research, instructional material or pedagogical endeavors, normally considered evidence of teaching ability, may be considered to the degree that it has national or international impact on the field. The content and significance of publications are to be evaluated rather the number of publications.
Consideration will also be given to such subsidiary evidence as published book reviews, presentations at professional meetings, invited lecture/seminar presentations, citations and published reviews of the candidate’s scholarship, publication of book reviews, awards and other scholarly recognition, applications for external research grants or other funding, and participation on thesis and dissertation committees.

### 2.4 Advising
The academic advising of students is relevant in the evaluation of candidates for tenure and promotion. However, because SPS has an advising center, full-time faculty involvement in the advising effort primarily includes (a) providing direction and support to the academic advising staff and (b) career counseling of students. Examples of effective advising include evidence of collaborative relationships with advising staff, number of student recommendations written, unsolicited letters of appreciation from students and advising staff, and comments about effective advising in student and advising staff letters of recommendation solicited at the time of rank and tenure review.

### 2.5 Professional and Community Service
Candidates have service responsibilities to their profession, university, school, program and community. Evidence of service includes, but is not limited to, participation in the University governance at the program, school and/or institution level; contributing to program and School projects; serving on and exercising leadership on program, School and/or University committees including the SPS Curriculum Committee; organizing and coordinating faculty/staff development seminars; organizing professional conferences and workshops; serving in leadership roles in professional organizations; applying professional expertise in community and public service activities.

### 2.6 Skill and Knowledge of Field
Skill and knowledge of field are expected of all candidates. Evidence of accomplishment in this area requires recognition by colleagues in the same field/discipline, from inside and outside the University, that the candidate demonstrates appropriate skill and knowledge of the field. Such evidence includes internal and external evaluation and testimony of expertise in teaching and scholarly activity; invitation to present at professional meetings; consulting.

### 3.0 CRITERIA FOR PROMOTION TO THE RANK OF PROFESSOR
A faculty member who has fulfilled the qualifications for the rank of Associate Professor through outstanding teaching, scholarship and service to the University, the School for Professional Studies and his or her academic area/profession may be considered for promotion to the rank of Professor. Consideration for promotion to the rank of Professor will be given to a candidate who possesses the following qualifications:

a. Ordinarily five (5) years in rank as Associate Professor at the University or one of equal standing. A candidate for promotion to professor may apply in the fall of the fifth year in rank.
b. Evidence of such outstanding abilities in teaching, advising, program development, knowledge of the field and professional service as to merit recognition throughout the University, particularly among its faculty and students, as an effective educator and faculty member.

c. Evidence of such outstanding achievements in scholarship, particularly scholarly publication and other academically recognized achievements, as to merit attention among peers and scholars in the field. Consideration will be given to such subsidiary evidence as direction of, or significant participation in, research projects, acquisition of external funding for teaching, training or research; participation in the scholarly activities of learned societies; professional consultation. The opinions of graduates who have achieved notable professional success after leaving the University and the number and caliber of students who have been guided in research by the candidate should also be considered. An exception may be made to this requirement, in rare and unusual circumstances, for an individual who demonstrates all of the following: general recognition beyond the University and the local area as a master of the field and as a scholarly teacher and director of students; and a minimum of twenty years of distinguished service, at the University or another of equal standing, as a distinguished teacher, counselor and director of students.

4.0 PROCEDURES
Dossiers for promotion and tenure in Professional Studies are reviewed by the SPS Rank and Tenure Committee. This ad hoc committee consists of at least two (2) fulltime faculty members from the academic departments in the University appropriate to the candidate’s field of study and at least one fulltime faculty member from Professional Studies. The Dean of Professional Studies will contact the Department Chair(s) to participate in the committee selection process and request that he or she recommend members for the ad hoc committee. The Professional Studies fulltime faculty will elect their representative to the committee. The faculty chosen for the ad hoc committee should hold the rank of Professor or be at least one rank above the rank of the candidate. If no member of the Professional Studies fulltime faculty meets this criterion, the third member of the committee will be selected from the appropriate University department(s). The Dean of Professional Studies will convene the initial meeting of the committee; at this time the committee will elect a Chair and conduct independent deliberations. The committee makes its recommendations to the Dean of Professional Studies by November 15.

4.1 Role of the Candidate
It is the responsibility of the candidate to inform the Dean of his or her intention to apply for promotion by April 1 of the fourth year in rank. In doing so, the candidate should be familiar with the SPS rank and tenure guidelines in this document as well as The Faculty Manual of Saint Louis University in its current edition and future revisions thereof. The candidate prepares his or her part of the dossier which must be submitted to the Ad Hoc Committee by October 1. The dossier includes the following information; the candidate should feel free to insert a sentence or two of interpretation where deemed appropriate.
4.1.1 General Information:
   a. Name, current rank and program affiliation(s);
   b. Degrees earned (institutions and dates);
   c. Academic experience (institution, rank, dates);
   d. Number of years toward tenure approved at time of hire (if any);
   e. Academic recognition: awards, fellowships, scholarships;
   f. Candidate’s statement: assessment of his or her role in the mission of the University, the School and the Program (three pages maximum).

4.1.2 Documentation of Effective Teaching:
   a. Outline of courses taught annually at the University during the past five years;
   b. Copies of teaching awards including information regarding the criteria and method of selection;
   c. Listing for new courses prepared and taught;
   d. Demonstrations of other pedagogical activities;
   e. Other evidence of effective teaching (e.g., summary of student evaluations and comments, letters of support from students and graduates);
   f. Summary of participation in formal professional development activities for the improvement of teaching.

4.1.3 Documentation of Effective Program Administration and Development:
   a. Evidence of part-time faculty credentials and commitment to program;
   b. Demonstrated fiscal responsibility and efforts;
   c. Evidence of curricula and programs developed/revised and implemented;
   d. Copies of syllabi for new and revised courses;
   e. Documentation of program-related contacts in the corporate community including memberships on advisory boards and committees;
   f. Evidence of student recruitment from community colleges and the public and private, non-profit and corporate sectors;
   g. Summary of participation in formal professional development activities for program development.

4.1.4 Documentation of Effective Advising:
   a. Number of student recommendations written annually;
   b. Number and examples of unsolicited support letters from students/alumni;
   c. Support letters solicited from students and alumni as part of this process;
   d. Support letters from coworkers and colleagues;

4.1.5 Documentation of Productive Scholarship and Research:
   a. Publication of books or specialized book chapter;
   b. Refereed publications in state, regional, national, or international journals.
   c. Publication of articles in electronic journals;
   d. Discipline-related creative activity with evidence of peer endorsement;
   e. Competitively selected conference papers/presentations/seminars;
f. Invited lectures, papers, presentations at professional meetings or educational institutions;
g. Development and facilitation of training or development activities for corporate, government, or not-for-profit organizations;
h. Non-refereed and other publications;
i. Reviews of publications;
j. Developing and delivering pre/post conference workshops;
k. Editing a scholarly journal or serving on the editorial board;
l. Works in progress;
m. Grants: external/internal, proposed/funded;
n. Local, regional and national recognition (state nature);
o. Participation in the acquisition and execution of research grants;
p. Evaluation of books, textbooks and articles prior to publication;
q. Supervising research, thesis or dissertations.

4.1.6 Service:
a. Professional;
b. University;
c. School;
d. Program;
e. Community;
f. other.

4.1.7 Appendices: copies of books, articles, student evaluations, et al. These materials should be kept in the SPS office and be available to the School and University committees. They should be referenced in the appropriate part of the dossier.

4.2 Role of the Dean’s Office
The Professional Studies Dean’s Office solicits and assembles the letters of recommendation for the candidate’s dossier:
a. At least two (2) recommendations from faculty colleagues: one selected by the candidate, the other by the Dean;
b. At least two (2) recommendations from SPS co-workers (when assignment includes administrative responsibilities);
c. Two (2) recommendations from students: one selected by the candidate, the other by the Dean;
d. Three (3) or more letters from outside evaluators: the candidate provides a list of suggested evaluators; the Dean may add names to the list; the Dean selects the outside evaluators. The candidate does not see the letters. The outside evaluators should be recognized professionals in the candidate’s field. The evaluators primarily assess the candidate’s scholarly activities and professional reputation and may add relevant information.
4.3 Role of the Committee
The SPS Ad Hoc Rank and Tenure Committee reviews the applicant’s dossier. The Chair and committee members vote individually via confidential, annotated ballot for or against the candidate. The committee then communicates its recommendation to the applicant. If the recommendation is negative, the applicant may request an explanation and/or written reasons for the negative recommendation; the applicant may elect to withdraw the application at that time. Where the faculty member decides to continue the application, the recommendation, including the vote of the committee, is forwarded by the Chair to the Dean along with all supporting materials.

4.4 Role of the Dean
The Dean reviews the entire dossier, adds his or her recommendation to that of the Ad Hoc Rank and Tenure Committee and forwards the completed file to the University Committee on Rank and Tenure by December 1.

5.0 Pre-tenure Evaluation of Tenure Track Faculty
As a minimum requirement, tenured-track faculty in the School for Professional Studies will be evaluated regarding progress toward tenure during the third year in rank. The pre-tenure evaluation will be carried out by an ad hoc committee of at least two (2) fulltime faculty members from the academic department(s) within the University most appropriate to the candidate’s field of study, and at least one fulltime faculty member from Professional Studies. The Dean of Professional Studies will contact the Department Chair(s) to participate in the committee selection process and request that he or she recommend members for the ad hoc committee. The faculty chosen for the ad hoc committee should hold the rank of Professor or be at least one rank above that of the candidate. If no member of the fulltime Professional Studies faculty meets this criterion, the third member of the committee will be selected from the appropriate University department(s). The Dean of Professional Studies will convene the initial meeting of the committee and inform the members of the guidelines and criteria for promotion and tenure in SPS; at that time, the committee will elect a Chair and conduct independent deliberations. The committee will report the results of this pre-tenure evaluation in writing to the candidate and Associate Dean of Professional Studies, who will work together in strengthening the candidate’s dossier and overcoming any deficiencies in his or her progress toward tenure.

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