

**College of Arts and Sciences  
DEPARTMENT OF COMMUNICATION  
Rank and Tenure Procedures and Criteria**

**I. PROCEDURES**

**Evaluation of Application for Promotion and Tenure**

Faculty in the Department of Communication are evaluated for promotion and tenure using the procedures described in *The Faculty Manual of Saint Louis University* and the College of Arts and Sciences Rank and Tenure Procedures in the *College Policy Binder*. What follows details specific procedures for the handling of the tenure and promotion process within the Department of Communication, beyond those described in the *College Policy Binder*.

**Role of the Candidate for Tenure-track Faculty**

It is the candidate's responsibility to inform the Department Chairperson of his or her intention to apply for tenure and promotion by February 1 of the calendar year in which the tenure application is going to be made. Prior to the end of April, the candidate will prepare a candidate statement regarding research and a list of eight possible reviewers. This statement will be included in the material sent to outside reviewers, along with the research portfolio.

The candidate must prepare the dossier, in consultation with the Department Chairperson. Section three of the College Policy Binder provides guidelines regarding the contents of the dossier. The candidate's part of the dossier must be submitted to the Department Chair 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, retention, and advancement, as these provisions govern how the candidate's application for tenure will be evaluated.

**Role of the Department for Tenure-track Faculty**

When a faculty member has informed the Department Chair of his or her intention to seek tenure and promotion, the Department Chair shall convene a Promotion and Tenure Committee. The Committee shall include all tenured faculty in the Department holding the rank of associate and above, in the case of faculty seeking tenure and promotion to the associate level, and all tenured faculty in the Department holding the rank of full, in the case of faculty seeking promotion to the full level.

The Chair of the Department is responsible for helping each candidate assemble a dossier for the rank and tenure decision, as described in the Arts and Sciences' policy guidelines. As part of this procedure for tenure-track faculty, the Chair will solicit letters from at least five evaluators, in accordance with Arts and Sciences' guidelines. In the spring prior to submitting the tenure case, candidates should offer the Chair a list of at least eight possible evaluators. The Chair will compile a list of additional possible reviewers in consultation with the faculty who will serve on the Promotion and Tenure Committee. Reviewers will come from these lists, with at least two from the list provided by the candidate, if possible. Candidates also can offer names of reviewers they believe are unable to give an unbiased assessment. Reviewers should not be advisors, relatives, or co-authors. The candidate also will give the Chair a list of at least six students who have taken a class with the candidate. The Chair will consult with tenured faculty at or

above the candidate's proposed rank to choose two students from the list. The Chair will then solicit evaluations from those two students.

Additionally, sometime in the spring semester prior to submitting the tenure case, at least three tenured faculty members will visit the candidate's classes to observe his or her teaching, making arrangements with the candidate for appropriate days to visit.

#### **Role of the Candidate for 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. The nature of the outside reviewers for the promotion case, however, will be determined by the unique nature of the administrative and/or teaching responsibilities of the specific non-tenure track position.

In accordance with the promotion policy for non-tenure track faculty in the College of Arts and Sciences, the faculty member and the Chairperson shall meet at least one year prior to making the application for promotion and establish procedures to be used for the promotion review and review the criteria for evaluation. In addition, it is the candidate's responsibility to inform the Department Chairperson of his or her intention to apply for promotion by February 1 of the calendar year in which the promotion application is going to be made. Prior to the end of April, the candidate will prepare a statement regarding administration and/or teaching (depending upon the nature of the position) and a list of six possible reviewers. This statement will be included in the material sent to outside reviewers, along with the administrative and/or teaching portfolio.

The candidate must prepare the dossier, in consultation with the Department Chairperson. Section three of the College Policy Binder provides guidelines regarding the contents of the dossier. The candidate's part of the dossier must be submitted to the Department Chair 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, retention, and advancement, as these provisions govern how the candidate's application for promotion will be evaluated.

#### **Role of the Department for Non-tenure Track Faculty**

When a non-tenure track faculty member has informed the Department Chair of his or her intention to seek promotion, the Department Chair shall convene a Promotion and Tenure Committee. The committee shall include all faculty at or above the rank the candidate is seeking.

The Chair of the Department is responsible for helping each candidate assemble a dossier for the promotion decision, as described in the Arts and Sciences' policy guidelines. The information submitted in the dossier and the criteria applied to evaluate quality are modified from that for tenure-track positions in order to fit the candidate's job responsibilities as an administrator and teacher. These criteria should be laid out explicitly at the time of his or her hiring, following the Promotion Policy for Non-tenure Track Faculty outlined in the policy manual for the College of Arts and Sciences.

As part of this procedure for non-tenure track faculty, the Chair will solicit letters from at least five reviewers in accordance with Arts and Sciences' guidelines to evaluate the quality of the candidate's work in the particular type of administrative or teaching role

she or he holds in the department. In the spring prior to submitting the promotion case, candidates should offer the Chair a list of at least eight possible evaluators. The Chair will compile a list of additional possible reviewers in consultation with the faculty who will serve on the Promotion and Tenure Committee. Reviewers will come from these lists, with at least two from the list provided by the candidate, if possible. Candidates also can offer names of reviewers they believe are unable to give an unbiased assessment. Reviewers should not be advisors, relatives, or co-authors. The candidate also will give the Chair a list of at least eight students who have taken a class with the candidate. The Chair will consult with faculty at or above the candidate's proposed rank to choose two to four students from the list, depending upon the job responsibilities of the candidate. The Chair will then solicit evaluations from those students.

Additionally, sometime in the spring semester prior to submitting the promotion case, at least three faculty members at or above the rank being sought will visit the candidate's classes to observe his or her teaching, making arrangements with the candidate for appropriate days to visit.

#### **Decision-making Process for Tenure-track and Non-tenure Track Faculty**

Once the dossier is assembled, the Chair will convene a meeting of the Department's Promotion and Tenure committee to consider and vote on the candidate's dossier. Members of the Promotion and Tenure committee may vote only if they are present at this meeting. The Department Chairperson chairs the committee, but does not vote. The vote is done by secret ballot. The Chair will count the ballots, which will be checked by two colleagues, and declare the results. The letter detailing the recommendation of the committee will be written by members of the Promotion and Tenure committee and include the department vote. In the case of split decisions, a section of the letter will offer an explanation for dissenting opinions. This letter will be circulated to members of the committee for comment prior to being finalized. Once approved by the Committee, the Department Chair will include the department's letter in the candidate's dossier. The Chair will add his or her recommendation to the dossier, including detailed reasons for the recommendation, before forwarding it to the Office of the Dean by October 1.

The chair will inform the candidate of the results in general terms, but not report the specific numbers of the vote. If the decision is a negative one, the candidate can decide to withdraw his or her application for tenure.

#### **Mentoring and Evaluating**

The department encourages informal mentoring relationships among colleagues. In addition, to offer annual feedback and support to faculty at the level of instructor or assistant professor, tenured faculty in the department will meet once a year in the spring, after Annual Activity Reports and Chair Evaluations have been completed, to review the annual activity report of all full-time instructors and assistant professors. Feedback from this meeting will be communicated orally to each faculty member by the Chair. While satisfactory performance on annual evaluations does not guarantee a successful case for tenure and/or promotion, this review should offer guidance for faculty in their career development.

In addition, each academic year, a tenured faculty member will observe the teaching of each faculty member at the instructor or assistant professor level, making arrangements with the instructor for appropriate days to visit. The observer will be assigned by the chair after consulting with the faculty member being observed. The faculty member observed will receive written feedback within a month of the visit and a copy of the feedback will also be placed in his or her personnel file.

### **Third-Year Review Procedures**

In the spring semester of the third year, the department will conduct a review of the faculty member's progress toward promotion and tenure for tenure-track faculty and promotion for non-tenure track faculty. For the third-year review, the Chair of the Department will convene a committee composed of all tenured faculty in the department for the review of tenure-track faculty and a committee composed of all faculty at higher ranks than that held by the faculty member for the review of non-tenure track faculty.

Sometime in the calendar year prior to the third-year review meeting, at least three tenured faculty members will visit the candidate's classes to observe his or her teaching, making arrangements with the candidate for appropriate days to visit. These visits must be completed prior to the meeting of the committee to discuss the candidate's dossier. The candidate's dossier must be submitted to the chair of the department by December 15. The dossier will follow a format similar to the tenure dossier, consisting of the following materials (with modifications as relevant for the job responsibilities of individuals in non-tenure track positions):

- 1) A curriculum vitae
- 2) The candidate's professional statement
- 3) Publications, creative work, and other scholarly materials
- 4) Teaching philosophy and evidence of teaching effectiveness
- 5) Any fellowships or awards received
- 6) Advising Activities
- 7) Service Activities
- 8) Administrative Activities (if applicable)

The tenured faculty will review the dossier and meet to discuss their evaluation of the candidate's record prior to February 1. Based upon this discussion, the Chair will prepare a report that includes both a general evaluation of the candidate's record to date and specific suggestions for the candidate moving forward. This report should be created within two weeks of the meeting and be circulated to members of the Committee for comment, prior to being finalized. Once approved by the Committee, the Department Chair will share and discuss the report with the candidate. The Chair will submit this report to the Dean of the College of Arts and Sciences.

In the case of an unsatisfactory third year review, we expect the chair to consult with the Tenure and Promotion committee prior to making a final decision about recommending a terminal contract.

## **Emeritus Status**

As indicated in university policies regarding emeritus status, the request for emeritus status is initiated by the retiring tenured faculty member. The faculty member should submit this request, a letter outlining a rationale for granting emeritus status, and a current cv to the Department Chair in the spring prior to the school year he or she plans to retire.

The Department Chair will convene a meeting of the department faculty. The record of the retiring faculty member will be reviewed, and the faculty will vote on a recommendation for emeritus status. The Chair, in consultation with faculty members with extensive experience with the candidate, will write a letter detailing the results of this vote and summarizing the faculty member's work and contributions to the department, college, and university. This letter, along with the faculty member's request and current cv, will be forwarded to the Office of the Dean of Arts and Sciences.

After the meeting of the department faculty, the chair will inform the candidate of the results in general terms, but not report the specific numbers of the vote.

## **II. CRITERIA**

In its teaching, research, and service, the Department of Communication encompasses a broad range of the discipline, including communication studies, journalism, culture and media studies, public relations, and advertising. Our evaluative criteria address the breadth and diversity within the department.

### **Criteria for Promotion to Assistant Professor**

For non-tenure track faculty with a continuing contract who start at the instructor level, promotion to assistant professor will be automatic when the faculty member earns his or her terminal degree.

### **Criteria for Promotion to Associate Professor**

**To be promoted to the rank of Associate Professor and granted tenure, a faculty member must show proficiency in the following areas.**

**For non-tenure track faculty, the criteria applied to evaluate quality for promotion to the rank of Associate Professor are modified from that for tenure-track positions in order to fit the candidate's job responsibilities as an administrator and teacher.**

#### **Teaching**

A faculty member must demonstrate quality teaching. The Department recognizes that good teaching encompasses a wide variety of conceptual approaches, methods, styles, and formats and that pedagogical responsibilities are varied. Therefore, evidence of good teaching may take a variety of forms. Among the ways good teaching may be documented in the teaching portfolio are:

- student course evaluations (both quantitative and qualitative)
- course innovation and experimentation
- development of new courses and cooperation in meeting the curricular needs of the Department

- letters from colleagues who have observed the faculty member's class or taught with the faculty member
- letters from students and/or former students
- thoroughness and clarity of teaching materials (syllabi, exams, handouts, etc.)
- teaching awards
- critical acclaim for work with students in co-curricular activities, as judged by peers and as demonstrated by receipt of awards and recognition (e.g., student awards in advertising competitions, publication awards in state and national competitions, or coaching or advising awards).
- mentoring through the supervision of student projects, independent study projects, theses, and dissertations

### **Advising**

The candidate should demonstrate quality undergraduate and graduate student advising and counseling consistent with the standards of the College of Arts and Sciences, and work with graduate students as appropriate.

Good advising may be demonstrated through the number of students mentored along with availability to students and reliability of mentoring done.

### **Scholarship, Research, and Creative Works**

Communication is a large and diverse field that includes inquiry by humanists, social scientists, and critical and cultural studies scholars. The department reflects this diversity in our faculty. Scholars in the department may do traditional research and/or engage in creative activity, both of which will satisfy the departmental expectations of scholarship for tenure and promotion. The outlets for this scholarship may vary, depending upon the subfield in the discipline. The criteria for tenure and promotion that appear below reflect this diversity.

In general, the candidate should demonstrate the development of an independent, coherent, and sustained program of scholarship with the promise of future contributions, through refereed publications or creative work and positive external reviews of his or her scholarship.

In scholarly work, the Department considers work that is reviewed and refereed to be most persuasive, with evidence of quality by the faculty member's professional peers:

- For research, this includes work like scholarly, peer-reviewed books by reputable presses, peer-reviewed articles published in scholarly and professional journals, edited books whose proposals have undergone peer review, and/or book chapters that undergo peer review. Although the significance of particular journals will vary across domains within the field, the quality of journal articles can be evaluated by the reputation of the journal, the acceptance rate of the journal, and/or the theoretical contributions or useful applications of the research in its respective field. The quality of books can be evaluated by the quality of the press, the peer review process, positive external book reviews after publication, and book awards. The quality of the outlet

and the influence of the work also can be used to judge the quality of peer-reviewed book chapters.

- For creative work, this includes works accepted in juried shows, winning awards in significant local, regional, and national competitions, or work that has received positive critical review. The quality of creative work can be measured on the basis of scholarly reviews, grants, and awards relating to the work.

Although not weighted as strongly as peer-reviewed work, other forms of work also contribute to a record of good scholarship. These include book chapters in collections published by reputable university or professional presses, encyclopedia entries, publications related to teaching, creative work that has undergone editorial review (e.g., magazine, newspaper, or web-based articles), conference proceedings, and successful submission of grant proposals or contracts.

While quality counts more than quantity in evaluating a candidate's research record, the normal expectation is an average of one peer-reviewed publication or piece of creative work per year, or the equivalent, along with two or more pieces of scholarly or creative work during the probationary period. The fewer the peer-reviewed pieces, the higher the quality must be to merit tenure. Though there is variation in books, articles, and creative work, the department will consider a book the equivalent of three to five articles, depending on the quality of the work and the prestige of the outlet, as judged by the standards of the discipline.

While the Department acknowledges competitively selected convention papers and panel presentations, book reviews, participation in professional association meetings and seminars, and scholarship in progress as important for the tenure process, it recognizes that none of them alone, without a scholarly record as described above, is sufficient for tenure.

For all co-authored work, the respective roles and responsibilities of the various authors should be addressed.

### **Service**

Service includes activities on behalf of the department, college, university, discipline, and/or community. At the department, college, or university level, service may be demonstrated by a variety of activities, including membership or leadership roles in the committees of these academic units, by participation in activities such as lectures or panel discussions, and by advising of student organizations.

A faculty member should also be participating in the activities of professional associations in communication and/or related areas. Service to the discipline includes activities such as reviewing articles, books, conference submissions, and/or grant submissions, chairing or responding to sessions at professional meetings and conventions, and serving in leadership roles in professional organizations.

Profession-related community service (e.g., workshops, service on the board of a relevant organization, etc.), if present, also serves as evidence of effective service.

## **Collegiality**

The candidate should demonstrate collegiality, as evidenced by the candidate's willingness to work with colleagues in pursuing the goals of the Department, College, and University, as well as the candidate's ability to balance his or her own interests with those of colleagues.

## **Criteria for Promotion to Full Professor**

**To be promoted to the rank of Professor, a faculty member must give evidence of continued progress and development in all of the above areas.**

**For non-tenure track faculty, the criteria applied to evaluate quality for promotion to the rank of Professor are modified from that for tenure-track positions in order to fit the candidate's job responsibilities as an administrator and teacher.**

### **Teaching**

Promotion to full professor requires evidence of expertise and continued commitment to teaching. Candidates are expected to build upon their expertise in teaching by keeping abreast of developments in their field and incorporating them into their teaching. Developing new courses and advancing and strengthening curriculum are also encouraged. The evidence used to demonstrate quality teaching will be similar to that described above for promotion to associate professor.

### **Advising**

There should be continued evidence of quality student advising and counseling (as described above).

### **Scholarship, Research, and Creative Works**

Senior faculty members are expected to maintain active research agendas. For promotion to full professor, the quality and significance of contribution to the discipline will carry particular weight. There should be evidence of growth in research or creative work that merits recognition among scholars in the discipline. The Department expects that its professors would have achieved a national or international recognition of note in one or more communication specialties.

Evidence of effective and sustained research and/or creative activity must be presented. Candidates should, at minimum, publish the equivalent of five to seven pieces of scholarly work after their promotion to associate professor before seeking promotion to full professor. Evidence for the quality of this work can be demonstrated through the selectivity, impact, or reputation of the outlet and/or influence demonstrated through the evaluation of outside reviewers or citations of the work.

### **Service**

There should be evidence of increased level and quality of service activities in the department, college, university and/or community affairs. Service by candidates for promotion to full professor should include contributions at the university as well as

department and college levels. Further, candidates also should be actively involved in service to the discipline.

#### **Collegiality**

There should be continued evidence of collegiality (as described above).

**To be granted emeritus status, a faculty member must meet the following criteria:**

A faculty member must have been promoted to full professor with tenure and worked at the university for at least ten years. Faculty members being granted emeritus status must have distinguished themselves through excellence in research or creative work, teaching, and mentoring and plan to remain professionally active after retirement.