DEPARTMENT OF COUNSELING AND STUDENT AFFAIRS FACULTY PERFORMANCE EVALUATION, PROMOTION, AND TENURE CRITERIA

Faculty members are expected to have an established high-quality production of research that is widely available and demonstrated consistent, professional productivity in research/scholarly activity. The guidelines set forth in this *Performance Evaluation, Promotion, and Tenure Criteria* are used for Annual Performance Reviews (pre- and post-tenure), as well as for promotion and tenure (i.e., those pursuing tenure and promotion to Associate Professor and those pursuing promotion to Professor). Faculty members should follow the WKU *Faculty Handbook* as well as respective college and department policies regarding annual performance reviews and eligibility and document submission for promotion and tenure.

Each candidate will be evaluated in four areas— (1) teaching (2) research and creative endeavors, (3) service, and (4) organizational citizenship. A 4-point scale is used as the evaluative measure for each candidate's performance in these areas.

- *Distinguished*: The candidate functions consistently and over time, above the expected standard of performance.

- *Proficient*: The candidate functions consistently at the expected standard of performance established for faculty.

- *Needs Improvement*: The candidate functions inconsistently below the expected standard of performance established for faculty.

- *Unacceptable*: The candidate functions consistently below the expected standard of performance established for faculty.

Area	Tenure and Promotion to Associate Professor	Promotion to Professor
I. Teaching	Consistent rating of at least Proficient in 2 of the 3 sub-sections. No ratings of Unacceptable or Needs Improvement in any sub-section at least 2 years prior to tenure and/or promotion.	Consistent rating of Proficient in each of the 3 sub-sections. No ratings of Unacceptable or Needs Improvement in any sub-section at least 2 years prior to promotion.
II. Research	Consistent rating of at least Proficient in 2 of the 3 sub-sections. No ratings of Unacceptable or Needs Improvement in any sub-section at least 2 years prior to tenure and/or promotion. Published at least 3 peer-reviewed manuscripts at the national or international level across 5 years and listed as first or second author for at least 1 publication. Presented at a state, regional, national, or international peer-reviewed conference at least twice within three years of tenure and promotion submission.	Consistent rating of at least Proficient in 2 of the 3 sub-sections. No ratings of Unacceptable or Needs Improvement in any sub-section at least the 2 years prior to promotion. Published at least 2 peer-reviewed manuscripts at the national or international level across 3 years and listed as first or second author for at least 1 publication. Presented at a state, regional, national, or international peer-reviewed conference at least twice within three years of tenure and promotion submission.

Approved 08.2023

III. Service	Consistent rating of at least Proficient in 2 of the 3 sub-sections. No ratings of Unacceptable or Needs Improvement in any sub-section at least the 2 years prior to tenure and/or promotion.	Consistent rating of at least Proficient in 2 of the 3 sub-sections. No ratings of Unacceptable or Needs Improvement in any sub-section at least the 2 years prior to promotion.
IV. Organizational Citizenship	Consistent rating of at least Proficient in both sub-sections. No ratings of Unacceptable or Needs Improvement in any sub-section at least the 2 years prior to tenure and/or promotion submission.	Consistent rating of at least Proficient in both sub-sections. No ratings of Unacceptable or Needs Improvement in any sub-section at least the 2 years prior to promotion submission.

An important component of the promotion and tenure process is "time in rank" at WKU serving the Department, College, and University. The faculty member should demonstrate that they are able to maintain the level of performance required in a given rank for an appropriate period of time before pursuing promotion or tenure. A faculty member who has met the standards for tenure and/or promotion will be recommended by the appropriate departmental committee and must then be subsequently recommended by the department chair, dean, and the Provost.

Promotion to Associate Professor and tenure may not be pursued separately. Tenure typically requires five years of service in rank. A faculty member may go up early for tenure before the mandatory tenure year but may withdraw from the process at any time without prejudice and failure to earn early tenure will not result in termination and will not be considered with prejudice at the time of the mandatory tenure review at the end of the probationary period. However, a tenure review must occur in the mandatory year per the *WKU Faculty Handbook*. See the *WKU Faculty Handbook* for more information regarding early promotion and tenure.

AREA I: TEACHING

Teaching should be fundamentally grounded in demonstrable learning outcomes supported by a variety of teaching methods and assessments. Each candidate must present a record of effectiveness in teaching as specified by the set guidelines and reflected in field-appropriate learning outcomes.

1. **Syllabi**

Distinguished: Faculty member functions consistently above the "Proficient" level

Proficient: Faculty member provides evidence of the following:

- Meets requirements set forth by accreditation standards, if applicable. Accreditation standards and course objectives are accurately identified, and content of the course reflects related knowledge, skills, and dispositions (i.e., syllabus includes course schedule includes required reading that is associated with accreditation learning standards).
- Required text(s) and/or reading(s) are listed and reflect current literature (e.g., ethics, trends, and research) and resources are available on Blackboard.

- Syllabi are posted on TopNet prior to the start of the academic term.
- SITE evaluations (both quantitative and qualitative) reflect the above mentioned are, for the majority, positive. There is evidence of applying previous SITES to enhance and improve the course are explicit, if applicable.
- Course is regularly modified to reflect new developments in the field. Seeks professional development on pedagogy and/or the course content to improve course/s.

Needs Improvement: Faculty member somewhat meets the above-mentioned criteria for Proficient rating or provides evidence of progressing towards the Proficient rating.

Unacceptable: Insufficient evidence presented to support rating of Needs Improvement (or did not provide evidence of addressing a Needs Improvement rating from the previous year).

2. **Instructional Methods**

Distinguished: Faculty member functions consistently above the "Proficient" level

Proficient: Faculty member provides evidence of the following:
- Meets requirements set forth by accreditation standards, if applicable (i.e., digital delivery).
- Use of multiple instructional methods to deliver course content (e.g., lecture, demonstration, group work, supervised practice, role-play, presentations, supervised skills development activities, etc.).
- Instructional method integrates technology that facilitates learning.
- Uses contemporary and real-world examples to address learning objectives.
- Provides evidence of student engagement (including class demonstrations, student presentations and student projects; includes measurable expectations for student participation as appropriate).
- SITE evaluations (both quantitative and qualitative) reflect the above mentioned are, for the majority, positive. There is evidence of applying previous SITES to enhance and improve the course, if applicable.

Needs Improvement: Faculty member somewhat meets the above-mentioned criteria for Proficient rating or provides evidence of progressing towards the Proficient rating.

Unacceptable: Insufficient evidence presented to support rating of Needs Improvement (or did not provide evidence of addressing a Needs Improvement rating from the previous year).

3. **Assessment Procedures**

Distinguished: Faculty member functions consistently above the "Proficient" level

Proficient: Faculty member provides evidence of the following.
- Meets requirements set forth by accreditation standards, if applicable (i.e., digital delivery).
- Uses multiple methods of assessment appropriate to course content, purpose, objectives, and program standards (e.g., exams, papers, projects, in-class activities, and related field experience activities) and evaluates these methods for quality, appropriateness, validity.

- Includes clear expectations for student performance (i.e., as appropriate, clearly identified rubrics) and provides opportunities for students to receive feedback.
- Meets with students who are not performing to expectations.
- SITE evaluations (both quantitative and qualitative) reflect the above mentioned are, for the majority, positive. There is evidence of applying previous SITES to enhance and improve the course, if applicable.

Needs Improvement: Faculty member somewhat meets the criteria and rating for above-mentioned criteria for Proficient or provides evidence of progressing towards the Proficient rating.

Unacceptable: Insufficient evidence presented to support rating of Needs Improvement (or did not provide evidence of addressing a Needs Improvement rating from the previous year).

AREA II: RESEARCH AND CREATIVE ENDEAVORS

1. Publications

All publications should indicate WKU as the author's current institutional affiliation and must have undergone peer review (i.e., editorial board, expert panels) to be counted as a contribution to scholarship. If a scholarly contribution has been submitted, but not yet accepted at the time of review by the Tenure Review Committee, it does not count as a scholarship contribution in the application. A publication should be accepted without revisions or is in press at the time of review by the Tenure Review Committee for it to count as a scholarship contribution in the application. Sustained activity over time in the Proficient rating is required for consideration of tenure and promotion.

Distinguished: Functions consistently above Proficient.

Proficient: Faculty member provides evidence of meeting one of the following each year for the annual faculty evaluation and three publications for Promotion & Tenure (includes at least one first or second authorship at least two years prior to Promotion & Tenure application):

Counts as 1 publication	Counts as .5 publication
Scholarly book published by academic/professional press (not self-published) *	Book chapter in a scholarly book (edited or peer/expert reviewed)
Article (peer-reviewed) in an international, national, or regional journal	Article (peer-reviewed) in a state journal
Monograph/Editor of a volume/issue for a journal*	A publication or appearance in a recognized, commonly distributed media outlet at the state, regional, national, or international level, but not peer-reviewed (e.g., *Psychology Today*)
Research publications/reports related to grant awards	Featured publication in a national or international professional research report or professional newsletter
	Development of curricula materials for agencies/projects

	Conference proceedings of a professional association (peer reviewed)
	Invited essay for a nationally- recognized periodical

* A book or editor of an issue/volume in a journal/monograph will count as a publication the year it is published and the subsequent year (i.e., equivalent to two peer-reviewed articles).

Needs Improvement: Faculty member somewhat meets the criteria and rating for Proficient above-mentioned criteria; or provides evidence of progressing towards the Proficient rating (at least one submission was accepted for review or publication).

Unacceptable: Insufficient evidence presented to support rating of Needs Improvement (or did not provide evidence of addressing a Needs Improvement rating from the previous year).

2. Presentations

Presentations must be invited and/or peer reviewed and can be conducted virtually, orally or via poster. Sustained activity over time in the Proficient rating is required for consideration of tenure and promotion. Expectations for presentations is contingent upon funding.

Distinguished: Functions consistently above Proficient (i.e., presents at an international, national, regional, state, or local meetings each year).

Proficient: Faculty member provides evidence of meeting the following:
One of the following:
- Presenter (or co-presenter) of 1 or more presentations at regional, national, or international peer-reviewed meetings/conferences
- Presenter (or co-presenter) of 2 presentations at state peer-reviewed meeting/conference
- Presenter (or co-presenter) of 3 presentations at local peer-reviewed meetings/conferences
- Virtual symposium (peer reviewed) or webinar series (several webinars united by the same overall topic hosted by an organization/company and broadcast to a select group of individuals)
- A university conference/meeting or state level conference that requires reviewed proposals

Needs Improvement: Faculty member somewhat meets the criteria and rating for the above-mentioned criteria for Proficient or provides evidence of progressing towards the Proficient rating (during a two-year period, only presented at state and local meetings/conferences)

Unacceptable: Candidate did not meet criteria for Needs Improvement (or did not provide evidence of addressing a Needs Improvement rating from the previous year)

3. Scholarly and Research Activity

A scholarly or research agenda is defined in terms of the amount and nature of investigative research conducted or supervised as well as ongoing activities that focus on the creation of

knowledge and/or on the innovative application, synthesis, or critique of accepted knowledge. Faculty are expected to engage in research activity on an ongoing basis in their respective areas of expertise or interdisciplinary in nature. Sustained activity over time in the Proficient rating is required for consideration of tenure and promotion.

Distinguished: Functions consistently above Proficient.

Proficient: Faculty member provides evidence of meeting at least 2 the following:

- Evidence of working papers including the completion of a literature review, sections of a manuscript, or engaging in data collection and data analysis.
- Submission of a human subject proposal (IRB).
- Submission of a grant application (PI or co-PI) for submission for an externally or internally funded project.
- Supervision and direction of at least 1 (or more) independent studies, masters' thesis, dissertations or serves on at least 2 master's thesis and/or dissertation committees.
- Evidence of attendance at workshops, seminars, webinars, sessions at professional conferences, etc., related to research, research methodology, or statistics and subsequently uses acquired knowledge to improve research program [list session titles & dates for each]
- Obtaining certification or additional professional training within a professional organization

Needs Improvement: Faculty member somewhat meets one of the criteria noted above and provides evidence of progressing towards the Proficient rating.

Unacceptable Insufficient evidence presented to support rating of Needs Improvement (or did not provide evidence of addressing a Needs Improvement rating from the previous year).

AREA III: SERVICE

Service is defined as the extent of one's involvement and responsibility in departmental, college, university, and professional activities that support and maintain the effective functioning of the department, college, university, and profession.

1. **Organizational Service**

Distinguished: Functions consistently above Proficient (i.e., meeting the below mentioned expectations consistently over time.

Proficient: Faculty member provides evidence of meeting the following, if applicable.

- Timely and effective communication with advisees (including completing and submitting forms)
- Attends and participates in department and programmatic events and tasks (including but not limited to faculty meetings and sub-committees, admissions interviews, new student orientation, advising meetings)

- Assists with the maintenance of accreditation and program evaluation in one's respective area, if applicable (i.e., CACREP reports, university annual program reviews, etc.)
- Engages with prospective applicants and responds to inquiries
- Plays a major role in the initiation, development, and/or enhancement of a new course/program, as needed

Needs Improvement: Faculty member somewhat meets the criteria and rating for the above-mentioned Proficient criteria; or provides evidence of progressing towards the Proficient rating

Unacceptable: Insufficient evidence presented to support rating of Needs Improvement (or did not provide evidence of addressing a Needs Improvement rating from the previous year).

2. University and College Service

Distinguished: Functions consistently above Proficient (i.e., meeting the below mentioned expectations consistently over time.

Proficient: Faculty member provides evidence of meeting one of the following:

- Service and regular attendance on at least 1 college or university committee/task force or fulfills/participates in a University/College assignment. Consideration is given for more time intensive service activity (i.e., serving as chair of a search committee versus a committee that may meet once or twice during the year).
- Accepts at least 1 invitation to present and/or assist with a college and/or university event, if applicable.

Needs Improvement: Faculty member somewhat meets the criteria and rating for above-mentioned Proficient criteria or provides evidence of progressing towards the Proficient rating.

Unacceptable: Insufficient evidence presented to support rating of Needs Improvement (or did not provide evidence of addressing a Needs Improvement rating from the previous year).

3. Community and Professional Service

Distinguished: Functions consistently above Proficient.

Proficient: Faculty member provides evidence of meeting in at least 1 in each category of the following:

Professional:
- Member of Journal Editorial Board
- Reviewer for a textbook, conference presentations, or book chapters/book
- External Reviewer of tenure and promotion process
- Assist at a conference/contribute to a professional project
- Committee or Board membership in a respected professional organization/agency
- Provide a workshop/speaking engagement to an organization/agency

Community:

- Collaborating with governments, education, health, cultural or other public institutions
- Volunteerism/Service to community group(s)/events
- Preparation (or management) of grant proposals for support activities in the community (for community initiatives)
- Developing and presenting materials for public awareness which can be presented via mediums such as radio, television, and workshops/meetings

Needs Improvement: Insufficient evidence presented to support rating of Proficient (or did not provide evidence of addressing a Needs Improvement rating from the previous year).

Unacceptable: Candidate did not meet criteria for Needs Improvement.

AREA IV: ORGANIZATIONAL CITIZENSHIP

The behavior of individual faculty member can impact others and as such, faculty engagement should support colleagues and contribute to a well-functioning department. Each faculty member is expected to behave in a manner that will benefit the department and make significant contributions to the advancement of departmental goals and mission.

1. **Collaboration, Cooperation, and Collegiality**

Distinguished: Functions consistently above Proficient

Proficient: Faculty member provides evidence of meeting the following:

- Attends faculty meetings consistently and always responds to departmental communications that require feedback or response within the timeframe requested
- Initiates, takes leadership in, and/or participates in completing departmental, programmatic tasks when applicable
- Collaborates in the institutional and departmental obligations of faculty
- Maintains civil, respectful, cooperative, and supportive relationships (e.g., peer mentoring and co-research) with colleagues in professional settings and demonstrates respect for colleagues, staff, and students

Needs Improvement: Faculty member somewhat meets the criteria and rating for above-mentioned Proficient criteria or provides evidence of progressing towards the Proficient rating

Unacceptable: Insufficient evidence presented to support rating of Needs Improvement (or did not provide evidence of addressing a Needs Improvement rating from the previous year).

2. **Professional Conduct and Engagement**

Distinguished: Functions consistently above Proficient.

Proficient: Faculty member provides evidence of meeting the following:

- Maintains office hours as scheduled and is regularly available to students
- Meets college level expectations (including attendance at university, college, departmental or program recruiting events and graduation or convocation ceremonies)
- Consistently demonstrates ethical behavior as defined by the standards of their field's respective professional standards
- Consistently acts in accordance with the academic and professional behavior policies of WKU
- Articulates high standards for student professional conduct and performance; demonstrates the use of these standards in student evaluations and Professional Performance Reviews (if applicable)
- Consistently treats students and colleagues fairly, irrespective of ethnicity, religion, gender, culture, age, disabilities, sexual orientation, or gender identity.

Needs Improvement: Faculty member somewhat meets the criteria and rating for above-mentioned Proficient criteria or provides evidence of progressing towards the Proficient rating

Unacceptable: Insufficient evidence presented to support rating of Needs Improvement (or did not provide evidence of addressing a Needs Improvement rating from the previous year).