

APPROVED:

James D. Kaulaoka 01/23/2018
 UHPA Date

APPROVED:

M. O. [Signature] 1/29/18
 Mānoa Chancellor's Office Date

Kamakakūokalani Center for Hawaiian Studies

Adoption of Tenure, Promotion and Contract Renewal - Decision Log
(as amended on November 29, 2017)

Date	Decisions Description	Vote
January 14, 2011	Director proposes a process for Bylaws regarding Contract Renewal and Tenure & Promotion.	No vote taken.
February 2011 – March 2011	Task Force reviews UHPA guidelines and submits findings to faculty for Tenure, Promotion and Contract Renewal procedures	No vote taken.
April 2011	KCHS Faculty is invited to join DPC Procedures Committee to draft formal procedures and considerations.	No vote taken.
April 2011 – November 2012	KCHS DPC committee meets and drafts procedures	No vote taken.
November 9, 2012	Faculty reviewed and vote on adoption of procedures for Tenure, Promotion and Contract Renewal with suggested revisions.	Motion to adopt by JOsorio Seconded by LKame'eleihiwa 8 yes; 5 excused; 1 sabbatical
November 14, 2014	Dean Benham completes her review of the DPC Procedures for KCHS and forwards the document to VCAA Reed Dasenbrock.	Executive action by Dean
December 24, 2014	Assistant Vice Chancellor for Academic Personnel (OVCAA) Beverly McCreary makes recommendations to the KCHS DPC Procedures draft and sends to Dean Maenette Benham.	Executive action by OVCAA office.
November 2015 – February 2016	Faculty Ad Hoc Committee on Tenure, Promotion and Contract Renewal (the Committee) formed. The Committee reviewed, edited and voted on adoption of Tenure, Promotion and Contract Renewal procedures with suggested revisions.	The Committee unanimously adopts the KCHS PROCEDURES GOVERNING TENURE, PROMOTION AND CONTRACT RENEWAL
March 2016; April 15-22, 2016	Faculty Review and discussion	No vote taken.
April 22, 2016	Faculty Vote to Adopt as revised	10 yes; 1 excused; 1 sabbatical

August 19, 2016 – August 22, 2016	Email review and correspondence with Dean Benham and Assistant OVCAA Bev McCreary	No voting required
September 30, 2016	Faculty Ad Hoc Committee on Tenure, Promotion and Contract Renewal reviews August 2016 email comments from Dean and Asst. OVCAA and amends/edits draft rules	Unanimous approval to move document to the Dean
September 30, 2016	KCHS PROCEDURES GOVERNING TENURE, PROMOTION AND CONTRACT RENEWAL as amended (9/30/2016) sent via email attachment to Dean Benham	No vote required
October 12-16, 2016	Faculty Revises Rules per Dean Comments	Approved by email poll via KCHS Committee
August 2017	iDean Osorio returns T&P procedures and asks that the faculty review and edit in light of new actions taken by TPRC and OVCAA regarding Hawaiian language scholarship.	No vote required. Document reassigned to committee for review.
August - October 2017	Faculty Reviews iDean comments and finalizes policy edits and additions.	Committee votes to move to full faculty for review
October 30 – November 24, 2017	Full faculty reviews and votes on revised policy. <i>NOTE: One faculty emailed and subsequently changed their vote from "approve" to "not approve".</i>	Faculty vote conducted on Laulima. Vote results: 10 = Approve 1 = does not Approve 1 = did not participate 1 = recused because of administrative position Final = 10-1 Approving the policy.
November 29, 2017	Committee Chair tallies results and forwards revised/amended policy to Director Freitas	Material distributed via email attachments.

**PERSONNEL POLICIES AND PROCEDURES GOVERNING
TENURE, PROMOTION AND CONTRACT RENEWAL**

TABLE OF CONTENTS

- Section 1. General Statements
- Section 2. Operations of Department Personnel Committee (DPC)
- Section 3. General Duties and Responsibilities of the Director
- Section 4. General Duties and Responsibilities of the Dean
- Section 5. Guidelines for Dealing with Contract Renewal (C&E) Applications
- Section 6. Guidelines for Dealing with Tenure & Promotion (T&P) Applications
- Section 7. Principles, Values, Criteria and Guidelines for Tenure and Promotion
- Section 8. Kamakakūokalani Center for Hawaiian Studies (KCHS) Criteria and Standards of Review for C&E and T&P Dossier Applications
- Section 9. Guidelines for Applications for the preparation for the dossiers for C&E, T&P and Periodic Review
- Section 10. Evaluation and Professional Development of Tenured Faculty

**Kamakakūokalani Center for Hawaiian Studies
Hawaiʻinuiākea School of Hawaiian Knowledge
University of Hawaiʻi**

**PERSONNEL POLICIES AND PROCEDURES GOVERNING
TENURE, PROMOTION AND CONTRACT RENEWAL**

1. General Statements.

1.1. Selection of Department Personnel Committee.

At the first Faculty Meeting at the start of the Spring Semester (January), faculty will be selected for one Departmental Personnel Committee (DPC) for Instructional (I) faculty and one DPC for Specialist (S) and Librarian (B) faculty as deemed necessary for department contract renewal and extensions (C&E) or tenure and promotion (T&P).

1.2. Transparency and impartiality of procedures.

The policies and procedures set forth here will ensure a transparent, comprehensive, and impartial process for dealing with matters relating to C&E and T&P for all B, [L] I, [R] and S faculty (bargaining unit no. 7) of Kamakakūokalani Center for Hawaiian Studies (KCHS).

1.3. Criteria and standards consistent with the University system.

All policies and procedures adopted here must be consistent with the University of Hawaiʻi at Mānoa (UHM) Criteria and Guidelines for Faculty Tenure/Promotion Application as well as the University of Hawaii Professional Assembly (UHPA) Collective Bargaining Agreement (CBA). In anticipation of its approval KCHS will also use Hawaiʻinuiākea School of Hawaiian Knowledge (HSHK) guidelines for T&P and C&E. The KCHS policies herein shall govern except in cases where there is a material conflict with the CBA and UHM policies. In cases of conflict, the most recent CBA and UHM policies shall govern. The criteria and guidelines used shall be those in effect at the adoption of these rules:

- The current UHPA CBA
- The current UHM *Criteria and Guidelines for Faculty Tenure/Promotion Application*; and
- The current HSHK *Policy on Faculty Work Load Assignments and Tenure Track (1-3 and above) Faculty*.

1.4. Criteria and standards shall incorporate the UH System strategic outcome making UH an Indigenous serving university beginning with Native Hawaiians and the UHM goal of a Hawaiian Place of Learning. KCHS shall be consistent with University system and UHM strategic policies and shall commit to a C&E and T&P process that incorporates the Indigenous serving university goals and promotes UH as the Hawaiian Place of Learning. All applications for C&E or T&P and all functions of the policy relating to the preparation, review and decision-making shall be governed by principles and values of Hawaiian

learning and knowledge as expressed in the strategic plans.

The plans that are determinative of establishing the policies for a “Hawaiian Place of Learning” are:

- UH System Wide Strategic Plan: *University of Hawai'i System Strategic Plan: Entering the University's Second Century, 2002-2010 (June 2002); and*
- *UH Mānoa Strategic Plan: Achieving Our Destiny: The University of Hawai'i at Mānoa 2011-2015 Strategic Plan; and*
- *Hawai'inuiākea Accreditation Report: Hawai'inuiākea School of Hawaiian Knowledge WINHEC Full Report, August 2012*

1.5. Faculty eligibility requirements and deadlines.

The *current CBA* requires that all eligible faculty must apply for tenure by their final year of probationary service in accordance with Article XII, §C of the UHPA Agreement. From time to time the UHPA, Faculty Senate, and UH administration will establish new resolutions or guidelines relating to C&E and T&P. KCHS Director, DPC members and the faculty applying for C&E and/or T&P are responsible for reviewing the applicable contract agreements (including new resolutions) on a yearly basis to assure that the proper rules and requirements are followed.

2. Operations of Departmental Personnel Committee (DPC).

2.1. Membership

2.1.1. DPC committee for C&E and T&P shall be comprised of five (5) members.

2.1.2. All DPC members must be tenured Bargaining Unit 7 members.

2.1.3. It is recommended that the DPC Chair be a tenured Faculty Member of KCHS.

2.1.4. To avoid conflicts of interest or the mere appearance of conflicts of interest, the DPC shall not include members who are related to the Applicant, including spouses and immediate family. Neither shall the DPC membership include members who are living (domiciled) or engaged in a personnel matter with the Applicant.

2.1.5. Tenured faculty under consideration for promotion shall not serve on the DPC.

2.1.6. Applicants for C&E or T&P may exclude participation by no more than one (1) department member where the Applicant believes that a conflict exists that would prevent the Faculty Member's fair evaluation of a T&P application.

2.1.7. In cases where a departmental DPC has fewer than five (5) eligible tenured faculty members due to exclusions pursuant to Section 2.1.4 and 2.1.6. above or because there are no available tenured Faculty Members, the DPC Chair shall contact eligible tenured faculty member(s) from related disciplines outside the department to serve.

When a member of the committee must be replaced, the Dean will work with the Department Chair/Director to add faculty to the DPC. The replacement shall fulfill the outgoing member's duties (UHPA CBA, Article XII, G, 2, m).

2.1.7.a. In cases of joint appointment faculty members, conditions of the approved MOA shall be observed.

2.1.8. In cases where B and S faculty are being considered for C&E and/or T&P, at least one (1) member of the DPC shall be a tenured B or S faculty whose rank is equal or higher rank to which the applicant has applied. It is strongly recommended that at least two (2) of the DPC be comprised of either B or S faculty.

2.1.9. The Director shall not participate by voice, vote, presence, or in any other form of communication in the deliberations of the DPC over individual tenure and promotion applications. [See, UHPA Agreement §XII.G.2.c.].

2.2. General Duties and Responsibilities of the Departmental Personnel Committee

2.2.1. Pursuant to UHPA Agreement §X.B., the minimum requirements for departmental procedures are:

2.2.1.a. Secret ballot voting at all final votes;

2.2.1.b. Strict exclusion from voting of any individual who is not a tenured Bargaining Unit 07 member over the C&E and/or T&P of another Faculty Member;

2.2.1.c. Only Faculty members of equal or higher rank to vote on applications for C&E; and

2.2.1.d. Only Faculty members of equal or higher rank are to vote on applications for T&P and promotion; and

2.2.1.e. Procedures for orderly review of dossiers at the Department level; and

2.2.1.f. The determination of the DPC's recommendation for Chair to the Dean or Director, or other appropriate administrator, shall be based on a majority vote of all bargaining unit Faculty Members in the Department or Division.

2.2.2. Review applications for C&E and/or T&P separately from the Director. The DPC will consider the evidence in the T&P dossier and/or the C&E document provided by the applicant, basing its recommendations solely on objective, academic criteria, and make one (1) written assessment of the strengths and weaknesses of each applicant, append a recommendation if they so desire and transmit the dossier to the next higher level of review by the University's required deadline.

- 2.2.3. The DPC members will obtain all Applicant's materials from the Director. Unless the applicant for promotion is the Director in which case all applicant materials will come from the Dean.
- 2.2.4. Preserve the confidentiality of all deliberations and actions of the DPC relating to specific faculty personnel actions. Breaches of confidentiality will be handled according to UH policy, such as the UH AP 9.025 Fair Information Practice policy, and other similar provisions.
- 2.3. All DPC members shall be present to conduct business.
- 2.4. The DPC Chair shall be elected by the Committee.
- 2.5. Procedures for DPC Meetings
 - 2.5.1. The first meeting of the DPC will be set at the first faculty meeting when the DPC is established with the announcement of time and date.
 - 2.5.2. The DPC Chair shall be given an opportunity to communicate non-confidential, non-personnel related issues at Faculty meetings.
 - 2.5.3. Notice of the DPC meetings shall be circulated to all members of the Committee no less than in a reasonable amount of time prior to the meeting.
 - 2.5.4. The DPC Chair shall keep a record of the votes and no names shall be attributed to any individual comment made by a committee member.
 - 2.5.5. After completion of C&E and/or T&P review, all personnel documents and notes (digital and hard copies) held by the DPC Chair and committee members shall be destroyed.
- 2.6. The DPC shall judge academic qualifications such as scholarship, teaching ability, professional standing, research and evaluation, writing, publications and presentation of papers or reports, program development, administrative contributions, and service to the University and broader community.
- 2.7. The DPC shall conduct its review of applicants for C&E and/or T&P using the Principles, Values and Concepts outlined in Section 7 below as the foundational hallmarks for all facets of review process. In addition, the following specific criteria shall be used to measure how well each Applicant has successfully integrated the hallmarks in Section 7 in the areas of scholarship, service, teaching, administrative contributions and other functions and requirements relative to each faculty category.

3. General Duties and Responsibilities of the [Dean] Director.

- 3.1. As soon as available the Director will issue to the faculty a schedule of C&E, T&P and periodic review that are to be conducted for the year and include the pertinent available information for submittal.
- 3.2. The Director will ensure that the Applicant receives a copy of:
 - 3.2.1. All relevant documents relating to C&E and T&P including the most current *UHM Criteria and Guidelines for Tenure and Promotion*.
 - 3.2.2. The section of the most current CBA between UHPA that refers to Department or Division Procedures governing C&E and T&P.
 - 3.2.3. The KCHS *Bylaws* that include personnel policies and procedures for C&E, T&P and Periodic review; and
 - 3.2.4. The *HSHK's policy and procedures*.
- 3.3. The Director will collect all of the Applicant's relevant materials.
- 3.4. The Director will solicit and secure confidential external reviewer evaluations for faculty members applying for T&P consistent with the UHM Criteria and Guidelines.
- 3.5. The Director will conduct her/his own independent assessment of the Applicant's material for C&E, T&P and/or periodic review. The Director shall make an assessment of the application and shall include the proper form with her/his written recommendation for either renewal or non-renewal of C&E, or approval or denial of T&P or periodic review.
- 3.6. The Director will meet with each Applicant to discuss the assessments and recommendations for her/his C&E, T&P, and/or periodic review and to obtain the Applicant's signature at such time. The Director shall then forward all written assessments and recommendations including that from the DPC to the Dean of Hawai'i inui'ākea no later than December 20.

4. General Duties and Responsibilities of the Dean.

- 4.1 In alignment with the UHPA CBA, University Policy and Hawaiian Studies Criteria for C&E and T&P, the Dean will review the dossier and recommendations from both the DPC and the Director. In the case of C&E and periodic assessment, the Dean will provide a final recommendation and share this recommendation with the Applicant. In the case of T&P, the Dean will make a recommendation included in the dossier to the TPRC and then to the Chancellor. The Dean should notify the Applicant of his or her recommendation, and the reasons for that recommendation, in writing within 15 working days of the date the recommendation is completed.

- 4.2. In the event of a negative evaluation on T&P from the DPC or Director, the Dean shall consult with the Applicant and provide available options prior to forwarding the matter to the TPRC.

5. Guidelines for Dealing with C&E Applications.

- 5.1. KCHS shall follow the procedures as described in the current CBA approved by the UH and the UHPA.
- 5.2. Before the opening of the Spring term, all faculty shall be informed by the Director which members of the Center will be submitting applications for contract renewal.
- 5.3. *The Probationary Faculty: Annual Evaluation/Contract Renewal Recommendation Form* for each C&E Applicant shall be initiated by the Director who then passes it on to the DPC Chair to be included with the Committee's written assessment and recommendation.
- 5.4. Each DPC member reviewing C&E Applicants shall be provided with a copy of:
 - 5.4.1. Probationary Faculty: Annual Evaluation/Contract Renewal Recommendation (https://manoa.hawaii.edu/ovcaa/faculty/tenure_promotion_contract_renewal/pdf/reappointment_form.pdf) as discussed in Section 5.3.; and
 - 5.4.2. Faculty on Limited-Term Appointments: Evaluations and Recommendations (https://manoa.hawaii.edu/ovcaa/faculty/tenure_promotion_contract_renewal/pdf/reappointment_form.pdf), in cases of limited term appointments;
 - 5.4.3. The KCHS Bylaws regarding procedures governing C&E and T&P. (http://manoa.hawaii.edu/ovcaa/faculty/tenure_promotion_contract_renewal/); and
 - 5.4.4. The UHM Criteria and Guidelines for Faculty Tenure /Promotion Application
- 5.5. Following the final recommendation of the DPC on a C&E or limited term appointment case, the DPC shall prepare a written assessment with a recommendation for renewal or non-renewal, their vote on the case, and the strength and weaknesses of the C&E or limited term appointment application.
- 5.6. The DPC Chair will provide the Applicant a written assessment of the strengths and weaknesses of their C&E. The DPC Chair will be available, upon request by the Applicant, for consultation regarding the written assessment of their C&E.
- 5.7. The Director shall make a written assessment of the application and include a written recommendation for either renewal or non-renewal of contract. The Director will meet with each Applicant to discuss the assessments and recommendations for her/his C&E.

- 5.8. The Dean shall inform the Applicant of the decision reached in his/her case. The Dean will meet with each Applicant to discuss the assessments and recommendations for her/his C&E.

6. Guidelines for Dealing with T&P Applications.

- 6.1. KCHS shall follow the procedures as described in the current CBA approved by the UH and the UHPA.
- 6.2. Before the opening of the Spring term, the Department Personnel Committee shall be informed by the Director which members of KCHS will be submitting applications for tenure and/or promotion.
- 6.3. The DPC Chair shall submit completed dossiers to the DPC for their detailed consideration allowing a reasonable time for review before action is to be taken.
- 6.4. Each DPC member shall be provided with the instructions that the contents of dossiers are confidential. Each DPC member shall be provided with a copy of 1) the *UHM's Criteria for Tenure and Promotion*, as prepared by the VCAA, 2) *BOR Criteria*, and 3) The KCHS Bylaws.
- 6.5. Following discussion of the application, the DPC shall vote by written, secret ballot of the members.
- 6.6. Following the final recommendation of the Committee on a T&P case, the DPC shall prepare a written assessment identifying their recommendation for T&P, their vote on the case, and the strength[s] and weaknesses of the T&P dossier for submittal by the deadline.
- 6.7. The final DPC report and approved *Review of Application for Completeness* form, shall be submitted to the Director by the DPC Chair. All dossiers shall be returned to the Director upon completion of the committee's deliberations.
- 6.8. The Director will conduct her/his own independent assessment of the Applicant's material for T&P. The Director shall make an assessment of the application and shall include the proper form with her/his written recommendation for either approval or denial of T&P.
- 6.9. The Director shall complete the *Review of Application for Completeness* form and ensure all appropriate copies are finalized.
- 6.10. The Director will meet with each Applicant to discuss the assessments and recommendations for her/his T&P and to obtain the Applicant's signature at such time. The Director shall then forward all written assessments and recommendations including that from the DPC to the Dean of Hawai'iuniākea no later than December 20.

7. Principles, Values, Criteria and Guidelines for Tenure and Review.

- 7.1. The faculty shall uphold the mission of KCHS by achieving and maintaining excellence in the pursuit of knowledge concerning the Native people of Hawai'i, their origin, history, language, literature, land tenure, religion, arts and sciences, interactions with their oceanic environment and other peoples; and to reveal, disseminate and apply this knowledge for the betterment of all peoples [KCHS Mission Statement].
- 7.2. Faculty work is considered interdisciplinary and as such shall be consistent with the five areas of concentration for the Kamakakūokalani - Center for Hawaiian Studies. They are as follows: 1) Hālau o Laka: Native Hawaiian Creative Expression; 2) Kūkulu Aupuni: Envisioning the Nation; 3) Kumu Kahiki: Comparative Hawai'inuiākea and Indigenous Studies; 4) Mālama 'Āina: Hawaiian Perspectives on Resources Management and 5) Mo'olelo 'Ōiwi: Native History and Literature.
- 7.3. All faculty at KCHS shall combine the following Principles, Values and Concepts of Hawaiian Knowledge in fulfillment of the KCHS mission and their duties and obligations as productive members to KCHS and HSHK.
 - 7.3.1. Community engagement and collaboration are the hallmarks of a strong Hawaiian Knowledge base curriculum. Maintaining, supporting and initiating community based engagement through curricular activities, grants, research agendas, studies, cultural practices, administrative support, political action and other forms of service to the broader community and Hawaiian communities is highly desired.
 - 7.3.2. Formulating, maintaining and perpetuating cultural practices and intellectual endeavors through a strong and applied praxis creates an integrated learning approach linking theory to practical knowledge that is highly desired for the discipline.
 - 7.3.3. Critical analysis through various methods and approaches such as planning, critical race, indigenous methodologies, critical ethnic studies, agency, the sciences, art and creative media, natural environment, lā'au lapa'au, makawalu conceptual framing, and other traditional forms of knowledge and analyses are necessary for the development and perpetuation of Hawaiian Knowledge.
 - 7.3.4. Language acquisition, development, perpetuation, integration and application in various forms, mediums and practices are essential to the development of the discipline of Hawaiian Knowledge.
 - 7.3.5. Engagement in cultural and spiritual practices that perpetuate belief systems at the core of Hawaiian knowledge are critical aspects in the development of the Hawaiian Knowledge discipline.
 - 7.3.6. Integrating multi-disciplinary approaches with law, geography, history, political science, art and creative media, literature, educational technology, library sciences

and other critical studies is essential in the establishment of the discipline of Hawaiian Knowledge.

- 7.3.7. Development, critique, establishment and restorative efforts relating to the Lāhui or Hawaiian Nation is an integral part of the discipline of Hawaiian Knowledge and should be a focal point of all courses and KCHS actions and service.
- 7.3.8. Commitment to the restoration of the Hawaiian Nation and all other efforts relative to this single purpose are fundamental to the development of the discipline of Hawaiian Knowledge and represent part of the key principles and expectations of all faculty at KCHS.

8. KCHS Criteria and Standards of Review for C&E and T&P Dossier Applications.

8.1. INSTRUCTIONAL (I-3 to I-5) FACULTY.

8.1.1. General Statement.

I faculty shall be assessed on his/her contributions in the areas of teaching, research, and service pursuant to the guidelines outlined herein, the HSHK bylaws, the CBA and the UHM Criteria and Guidelines for Faculty Tenure/Promotion Application.

8.1.2. Teaching & Instructional Activity.

8.1.2.a. Hawaiian Studies is committed to transformative teaching and learning. To accomplish this goal, the UHM is elevating the importance of a professor's instructional activity on equal footing with scholarly activities. The Mānoa Plan affirms that the UHM will *"Ensure that quality teaching is as important as quality of research in hiring, tenure and promotion."* (p. 6). Therefore, a successful review for tenure must include a strong rating of the faculty's teaching ability.

8.1.2.b. With regard to Hawaiian Knowledge and Indigenous education, the University of Hawai'i at Mānoa *Achieving Our Destiny: The University of Hawai'i at Mānoa 2013-2015 Strategic Plan* commits to drawing on Native Hawaiian values. Indigenous Hawaiian values and knowledge systems are critical elements for teaching and curriculum at UHM and are integral to a professor's instructional activity at KCHS.

8.1.2.c. The Applicant is responsible to document his/her teaching effectiveness. The Center encourages multiple forms of evaluation of teaching. The faculty member shall provide, in their dossier, all teaching evaluations (inclusive of all pages) for all courses and all semesters taught since their last review (e.g. contract renewal).

8.1.2.d. For C&E and T&P assessment, the DPC shall at a minimum consider the following:

- Demonstrates high level of teaching ability and evidence of a mature level of performance as a teacher and the versatility to contribute to all levels of the department's instructional program.
- Evaluations by the Applicant's students (eCafe) and may use additional forms of evaluation (including CTE mid semester evaluations) that both assist the Applicant in improving instruction and documents teaching effectiveness;
- Evaluations, external communication, and curriculum relating to teaching done outside the classroom and in the community;
- Curriculum development and implementation practices that demonstrate innovative teaching;
- Development of new courses (face-to-face and online);
- Initiation of programs for support of teaching, research, curriculum development and/or service;
- Leading students in activities that develop professional skills, (i.e., curating art exhibitions, book publishing, participation in cultural events);
- Awards and certificates that recognize outstanding teaching is a strong indicator of the Faculty Member's teaching ability and accomplishment in this activity; and/or
- Show active mentoring, advising, coaching and tutoring of students.

8.1.2.e. Additional factors that should be considered when assessing a Faculty Member's application for C&E and T&P include:

- Provides evidence of the quality of the student's learning experiences through critical thinking and active/experiential learning.
- Provides value-added student internship/apprenticeship opportunities ensuring students can contribute to greater public good.

- Provides a safe and inviting place for students to study, gather, and share knowledge.

8.1.2.f. The DPC should use at a minimum (and the Faculty Member Applicant should provide) the following items as indicators of the Applicant's successful teaching activity:

- Evaluation of teaching (eCafe) and may use additional forms of evaluation (including CTE mid semester evaluations) that both assist the applicant in improving instruction and documents teaching effectiveness;
- A statement of teaching philosophy;
- A description of pedagogic practices and their effectiveness;
- Peer observations of teaching and student evaluations;
- Contributions to teaching such as course materials and new courses created;
- Other examples of faculty growth and quality of teaching;
- Awards;
- Support Letters; and/or
- New Course listings and syllabi.

8.1.3. **Scholarship & Scholarly Activity.**

KCHS recognizes the scholarly diversity of Hawaiian Knowledge and the unique interdisciplinary field that it represents. The criteria referenced reflects a minimum standard for scholarly contributions to the school and department. KCHS faculty produce scholarly contributions beyond the standard academic norms. The DPC shall consider scholarly contributions to Hawaiian Knowledge as especially important factors for C&E and T&P. Such works may include;

8.1.3.a. Original research and new curriculum materials and resources. For C&E and T&P assessment, the DPC shall consider at a minimum original research and curriculum materials and resources in the following:

- Books and major articles in refereed journals;

- Articles in invited journals;
- Articles in specialized journals focusing on indigenous theory and praxis;
- Articles in law journal and bar journals;
- Monographs;
- Conference proceedings;
- Grant authorship and writing;
- Notes, reference entries, or journalistic pieces;
- Field notes and journal entries;
- Technical writing, studies, reports and policy analyses;
- Newspaper columns, editorial columns;
- White papers, position papers, project reports, or planning reports;
- Screenwriting;
- Newsletters, catalogs, brochures, pamphlets, 1-sheets, and fact sheets;
- Digital repositories;
- Cultural, literary, genealogical, application, and research guides;
- Informational, resource, and policy handbooks;
- Legal and amicus briefs, legal primers, and law guides and handbooks;
- Cultural studies and assessments;
- Impact statements (environmental, cultural, and organizational);
- Online curriculum resources (video, guides, readings, interactive modules)

8.1.3.b. Original visual presentations or performances. For C&E and T&P assessment, the DPC shall consider at minimum visual presentations or performances in the following:

- Mele, mooleo, hula, oli, or other performing or visual art forms;
- Compositions of choreography;
- Spoken word or live collection of work;
- Curatorial practices, exhibits, and virtual museums;
- Customized statements (labels) for gallery spaces;
- Video and/or photo essays;
- Authored Websites;
- Interactive media productions;
- Drafting legislation

8.1.3.c. Active participation and presentations in conferences, seminars, workshops, and public venues related to the Applicant's field of research.

For C&E and T&P assessment, the DPC shall consider at a minimum participation and presentations in the following:

- Paper, panel, poster presentations in local, national and international refereed conferences related to indigenous issues and issues specific to the Applicant's field of research;
- Key note addresses, plenary session in local, national and international refereed conferences related to indigenous issues and issues specific to the Applicant's field of research;
- Public testimonies to legislation;
- Invited expert paper, panel, poster presentations for local, national, and international audiences;
- Radio interviews;
- TV publicated interviews;
- Television programming and shows

8.1.3.d. Collaborative research and joint shared projects/publications among university faculty, school personnel and community members and colleagues in various arenas. In collaborative works, the Applicant must consider and should include a discussion on authorship conventions, proportion or division of work time and effort in research and writing. [UH Guidelines §IV.A.3.]. For C&E and T&P assessment, the DPC shall consider at a minimum collaborative research and projects/publications in the following:

- Collaborative research, projects and articles;
- Edited collections or editions of articles with other scholars;
- Historical, political, educational or planning resource designed for community;
- Grant authorship with community and consortiums;
- Expert (cultural) interview for film ;production;
- Authorship of administrative local, state, or federal policies;

8.1.3.g. The DPC should use (and the Faculty Member Applicant should provide) the following items as additional indicators of the Applicant's successful scholarly activity:

- Multiple forms of evaluation of scholarship;
- A reflection of scholarly philosophy;
- A description of pedagogic practices and its effectiveness;

- Peer observations of research and published work;
- Other examples of faculty growth and quality of scholarly activity;
- Awards and grants pertaining to scholarly work; and/or
- Support Letters

8.1.4. Service & Community Service Activity.

Hawaiian Studies was founded on a principle of serving the needs of Hawai'i's people in the face of large economic and social change. Our dedication to this principle is personified in the careers of our faculty, staff and students who have been social and political activists and have supported community outreach as a necessary role of the University.

8.1.4.a. The DPC shall consider direct service to the University and broader local, national and international communities as key factors for C&E and T&P. Service that contributes to the advancement of Hawaiian Knowledge and well-being is also a critically important factor for review. Key factors that support the strong emphasis on community service include the goals outlined in the Mānoa Plan, the UH System Plan and HSHK's WINHEC Report that all commit to creating collaborative work and interdisciplinary partnerships and community partnerships to establish the University as a Hawaiian Place of Learning.

8.1.4.b. Grant execution, administration and programmatic administration and faculty development should be considered significant factors for community service activities.

8.1.4.c. Participation in the academic affairs of the University is a strong consideration and should include the Applicant taking an active role in UH system wide, UHM, HSHK and KCHS committees. Service in this regard also includes work with task forces and other UH committees.

8.1.4.d. External community service should also be considered important factors for review. External service activity includes professional activity in your discipline, officer in a professional organization, refereeing workshops and professional publications, creating discipline related instructional material and the use of educational competence to service the larger community].

8.1.4.e. For C&E and T&P assessment, the DPC shall consider at a minimum community service activity in the following:

- Workshops that relate to teaching, curriculum development or implementation; participation in educational and cultural workshops;
- Editorial boards and referees;
- Serve on public and private Boards and Committees;

- Community and Government Boards and Commissions;
- Service on thesis or doctoral committees or graduate examination committees;
- Participation in University and department committees;
- Principal investigator for grants and writing of grants and particularly the awarding of grants that applicant authored;
- Management and administration of grant funds and programs;
- Participation in the academic affairs of the University.

8.1.5. The DPC should use (and the Faculty Member Applicant should provide) the following items as additional indicators of the Applicant's successful community service:

- Multiple forms of evaluation of scholarship;
- A reflection of community service philosophy;
- A description of pedagogic practices and their effectiveness in the community;
- Other examples of faculty growth and quality of community service activity; and
- Letters of support.

8.2. INSTRUCTIONAL I-2 FACULTY.

8.2.1 General Statement.

The CBA affords opportunity for I Faculty at Rank 2 (I-2) to seek promotion to an Assistant Professor I-3. To be eligible for promotional consideration, I-2 faculty must be in a position and comply with the following requirements:

8.2.2. An earned doctorate in the relevant field or other appropriate terminal degree is required.

8.2.3. The Applicant must provide evidence of competence and increasing professional maturity as a teacher. This evidence should include summaries of student evaluations (eCafe), how the Applicant's classes contribute to programmatic and institutional learning outcomes, or other objective assessments of a significant sample of the courses taught while in the rank of Instructor, I-2.

8.2.4. There must be evidence of scholarly research and contribution to scholarship or other related creative activity, which shows scholarly ability, accomplishment and promise.

8.2.5. And otherwise meet the requirements and minimal qualifications of newly appointed I-3 faculty.

8.3 SPECIALIST FACULTY.

8.3.1 General Statement.

The DPC shall judge Specialist (S) Faculty on the following workload responsibilities such as professional activities linked to areas in administration, program development, and direct client services, of scholarship, professional development activities, research and evaluation, writing, publications and presentation of papers or reports, grant writing, and service to the University and broader community.

8.3.2. Professional Activities includes those endeavors that reflect the needs of the Department and which can be fulfilled by a Specialist. Specialist faculty engage in a variety of activities focused on providing support for academic and research success as well as for facilitating the overall mission of the university or the unit to which they are assigned. Professional activities encompass a broad spectrum ranging from administrative duties, to sensitive and efficient response to changing client need to program development and delivery of direct client services. The following are some examples of possible professional activities.

8.3.2.a. Developing and implementing new programs to include coordinating, administering, and supervising in fiscal matters, securing resources, and managing programmatic services and activities;

8.3.2.b. Developing, revising, and/or implementing policies and procedures;

8.3.2.c. Strategic planning;

8.3.2.d. Conducting developmental workshop, seminars, or lectures;

8.3.2.e. Providing leadership in departmental projects and pursuits;

8.3.2.f. Advising students; and/or

8.3.2.g. Internal reports/documentation.

8.3.3. Scholarly Activities include those activities that demonstrate the achievement and dissemination of knowledge, which advances the field of specialization. Scholarly activities clearly assist the specialist faculty member in his or her own professional growth, and in addition result in some product, program, or service that advances the profession as well as enhances the reputation of their individual unit, HSHK, the UH, and their profession or area of specialization. These kinds of activities can be organized into two subcategories: research/evaluation and professional development. The specialist faculty is not expected to conduct research and publish in refereed and other journals like the instructional faculty. However, traditional research and publication activities are not precluded from the list of possible scholarly activities. Instead, specialists “utilize research and evaluation to ensure that programs and services are relevant and meeting client needs” and to provide

“the basis for modification and change” (UHM Criteria and Guidelines for Tenure and Promotion, Appendix B Supplemental Guide for Librarians, Specialists or Extension Agents. pg. 3.). The following are some examples of possible scholarly activities.

- 8.3.3.a. **Assessment/Evaluation.** Conducting assessment and or evaluation for various reasons such as, but not limited to, identifying need or interest of a particular group, gauging success, effectiveness, user satisfaction, and/or utilization of program, service, or materials development.
- 8.3.3.b. **Presentations.** Delivery of papers, reports, materials for publication, etc. at local, state, regional, national, or international conferences, colloquia, and/or seminars; presentations given in panels or discussion groups at one’s own or other institutions. Plan, organize, or chair a conference or conference sessions(s).
- 8.3.3.c. **Grants.** The conceptualization, compiling, and submittal of grants for projects such as program development, educational resources or upgrades, and research/evaluation purposes. Receive grant award and coordinate, manage, and implement grant project.
- 8.3.3.d. **Publications.** Articles in journals and periodicals; books of original scholarship; chapters in books; textbooks; monographs; computer software programs; other instructional or curriculum materials; user manuals; films; book reviews; brochures; pamphlets; guides; checklists; handbooks; compilation of relevant materials; training products/materials.
- 8.3.3.e. **Research Initiatives.** Research investigation into a topic (e.g., reviewing relevant literature, generating hypotheses, collecting, analyzing, and interpreting data). Development of new research methods, instruments, statistical procedures, professional techniques and tests and inventories. Conducting applied research, which results in materials such as curriculum guides, teaching aids, classroom lessons/activities/resources, and instructional modules for improvement, or contributes to program development. Conceptualizing, researching, preparing, and facilitating the dissemination of information for internal and external clients based on the field of specialization.
- 8.3.3.f. **Other Scholarly Activities.** Serving as editor or member of editorial board of a professional journal, conference proceedings or other professional publications. Obtaining national recognition for professional accomplishments. Receiving awards/grants for professional research and development activities. Serving on theses or dissertation committees. Formal review of scholarly pieces (e. g. book manuscripts, articles, publication proposals) for internal and external clients.

- 8.3.3.g. Workshops/conferences/seminars attended. Attendance at workshops, conferences, and/or seminars, which builds and strengthens the scholarly knowledge and/or professional skills and abilities of the specialist.
 - 8.3.3.h. Studying for/completing requirements for advanced degree. The completion of course work beyond Master's degree courses. The conferring of an advanced degree in field of specialization, certification, or licensure.
 - 8.3.3.i. Professional Associations. Active membership and participation in professional associations related to the area of specialization and/or specialist duties.
 - 8.3.3.j. Other professional development activities. Other contributions to professional activities that support remaining current with literature and professional associations relevant to area of expertise.
- 8.3.4. Service Activities include participation in the academic affairs of the Center, School, the University, community, and the profession in general. Service activities are efforts in which the competence of the specialist is employed; these include participation for the good of the Center, School, University, community, and the advancement of the profession. The following are some examples of possible service endeavors.
- 8.3.4.a. Serve as committee chair/member at the Center, School, and/or University level
 - 8.3.4.b. Work on faculty governance bodies (e.g. Task forces, Faculty Senate, etc.)
 - 8.3.4.c. Formal/informal requests for reports/proposals/reviews, white papers, etc.)
 - 8.3.4.d. Serve as project leader or coordinator
 - 8.3.4.e. Organize/conduct faculty development training/workshops
 - 8.3.4.f. Provide consultation in course/curriculum development
 - 8.3.4.g. Teach courses/workshops
 - 8.3.4.h. Review research, grants, professional proposals, manuscripts, etc....
 - 8.3.4.i. Serve as an editor in area of expertise (e.g. board member, proceedings, journals)
 - 8.3.4.j. Serve as an officer/board member for a professional society

- 8.3.4.k. Organize/Chair a conference or conference sessions
- 8.3.4.l. Conduct workshops/seminars/presentations in your area of expertise
- 8.3.4.m. Serve on public advisory boards/committees
- 8.3.4.n. Provide paid and unpaid advisory/consultative services to community
- 8.3.4.o. Provide expert testimony at legislative and public hearings/meetings while serving as a representative of the University.

8.4. LIBRARIAN FACULTY,

8.4.1. General Statement.

The DPC shall judge Librarian (B) Faculty on the following broad workload responsibilities which may include collection development as conducive to the special collections at Kamakakūokalani Library Resource Center, bibliographic control via a cooperative and cumulative process, public and reference services through effective sharing and utilization of library resources, instructional services that assist students, faculty, and the community in developing and utilizing information literacy skills for conducting relevant research, administration and management through effective organization of activities in the various sections of the library, and the application of information technology to support the programs at Kamakakūokalani Library Resource Center.

8.4.2. Collection Development includes the exploration, identification, acquisition, and maintenance of resources in various media in order to enhance, support, and to compliment the overall mission of the university and the curricula/research content of the programs at KCHS. Some examples of possible evidence as related to collection development are listed here, but are not limited to the following:

- 8.4.2.a. Effectiveness in obtaining needed library materials as expeditiously as possible, through purchase, exchange agreements, interlibrary loan, or other methods.
- 8.4.2.b. Develop, revise (as necessary) and implement and evaluate collection management procedures and policies for the Kamakakūokalani Hawaiian Studies Resource Center inclusive of the physical and digital collections.
- 8.4.2.c. Develop and maintain programs related to the holdings and available resources as requested including both print and online formats and relevant materials suitable for classroom instruction and public educational awareness.

- 8.4.2.d. Ability to recognize research and publication trends as they relate to collection needs.
- 8.4.2.e. On-going development of subject knowledge as related to Hawaiian Studies.
- 8.4.3. Bibliographic control work hand-in-hand with access. It encompasses the design, development, and maintenance of the library's catalog, files, and bibliographic tools to provide access to the physical and digital collections. Some examples of the practices related to bibliographic control include, but are not limited to, the following:
 - 8.4.3.a. Oversee and maintain resource preparation, scanning, conversion, metadata, copyright and fair use data entry for the Center's online Hawaiian Studies and Pacific-Islands digital collections.
 - 8.4.3.b. Maintain data entry for the Kamakakūokalani Library Resource Center's online and Pacific islands digital collections.
 - 8.4.3.c. Display skill in applying national and international standards to the description of library materials and holdings in all subjects, languages, and formats.
 - 8.4.3.d. Explore the means to include Kamakakūokalani Library Resource Center's collection onto the Voyager catalog.
 - 8.4.3.e. Explore the means to assist in the launching of the Knowledge Well collections in order to provide faculty and students access to various formats of Hawaiian Studies information and data.
 - 8.4.3.f. Effectively interpret various catalogs and other finding tools to library users.
 - 8.4.3.g. Archive and preserve dated physical holdings at Kamakakūokalani Library Resource Center with the creation of collection surveys, proper preparation, and the production of finding aides that may be uploaded onto the Knowledge Well for access to faculty and students.
- 8.4.4. Public and reference services involves an understanding of the commitment to the educational research programs at KCHS which has a direct bearing on the resources that are offered. Some examples of possible public and reference services include, but are not limited to, the following:
 - 8.4.4.a. Support the work of KCHS faculty and students in knowledge generation and dissemination.

- 8.4.4.b. Work seamlessly with resource centers and libraries at UHM, the Library and Information Science Department, and across the UH system.
 - 8.4.4.c. Work effectively with people to provide thorough, efficient, and courteous assistance to patrons.
 - 8.4.4.d. Display skill in interpreting questions, locating relevant information, or conducting reference interviews.
 - 8.4.4.e. Effectively conveying information regarding library policies, procedures, and/or services to users.
 - 8.4.4.f. Strengthen HSHK's work in and with community and indigenous resource centers and libraries (also nationally and internationally) as well as increase access to community stakeholders.
 - 8.4.4.g. Provide research consultation and reference assistance to faculty and staff as appropriate.
 - 8.4.4.h. Work with Hawai'i inuiākea faculty and staff to maximize their contributions to projects and project completion.
 - 8.4.4.i. Collaborate with other UH/UHM personnel for effectiveness and efficiency of projects.
 - 8.4.4.j. Address and assist the public/community reference queries.
- 8.4.5. Instructional Services cover the facilitation and teaching of information literacy skills. Information literacy forms the basis for lifelong learning. Information literacy skills requires the researcher to determine the nature and extent of the information needed, to access the needed information effectively and efficiently, to evaluate information and its sources critically while integrating newly selected information, to use information effectively to accomplish a specific purpose, and to use the information ethically and legally. Areas related to instructional services include, but are not limited to, the following:
- 8.4.5.a. Promote the study of Hawaiian Language and Studies at Hawai'i inuiākea and UHM.
 - 8.4.5.b. Display teaching ability, whether in conducting formal classes in library resources and services, or in instructing individual patrons in particular aspects of library use, or in the development of learning aids, audiovisual presentations and guides to collections.
 - 8.4.5.c. Develop and use a variety of materials and methods in formal library instruction about bibliographic research, use of reference materials in

Hawaiian Studies, and instruction in the use of the UHM's catalogs in all formats.

8.4.5.d. Proficiency in planning, developing, and conducting library orientation programs and implementing other instructional projects for various levels of student use of the library.

8.4.5.e. Teach information literacy skills.

8.4.6. Administration and Management requires the Librarian to effectively create an optimum work environment in fulfilling departmental initiatives and library goals. Some examples of possible positive administration and management activities include, but are not limited to the following:

8.4.6.a. Generate resources as needed for the KCHS Resource Center through grant writing and/or fundraising activities.

8.4.6.b. Effectively manage and supervise graduate assistants, student help or volunteers.

8.4.6.c. Participate in KCHS focused initiatives, meetings, and committee work.

8.4.6.d. Demonstrate effective leadership and innovative ability in improving library organization, procedures, services, communication and staff relationships.

8.4.6.e. Establish and maintain productive working relationships with other faculty, students, and the general public, and publishers and distributors, to facilitate resource development and effective service.

8.4.6.f. Ability to identify and resolve problems.

8.4.6.g. Contributing to the development, in-service training, and mentoring of paraprofessional staff, student interns, and assistants.

8.4.6.h. Ability to manage fiscal and budgetary responsibilities as assigned.

8.4.6.i. Attend workshops, conferences, and/or seminars, which strengthen the professionalism and knowledge of the Librarian.

8.4.6.j. Attend courses, webinars, and/or presentations whereby knowledge attained can be readily applied for a stronger library program.

8.4.6.k. Participation in professional associations as related to Hawaiian Studies and librarianship.

8.4.6.l. Present on panels, discussion groups, conferences, colloquia, and/or seminars on library issues and/or research.

8.4.6.m. Serve in an advisory capacity to a graduate student group.

8.4.7. Information Technology enhances broader access to library resources in the form of electronic storage, retrieval, and delivery of various data, therefore, the librarian should be current with the new developments of information technology in order to apply it in support of the programs at KCHS & HSHK. Areas related to information technology include, but are not limited to, the following:

8.4.7.a. Increase access to information and instruction through digital databases (e.g. Knowledge Well/ContentDM) on online platforms and Hawai'inuiākea School of Hawaiian Knowledge's website.

8.4.7.b. Develop, produce, and maintain a Libguide for KCHS focusing on access to information of the physical collection and access to various electronic resources used for instruction and research.

8.4.7.c. Develop, produce, and maintain a web interface/presence/link for Kamakakūokalani Resource Center Library from the HSHK website.

8.4.7.d. Display knowledge of computer hardware; software, online information resources or automated systems.

8.4.7.e. Ability to work effectively with staff, vendors, and patrons to provide thorough and responsive assistance and consultation resulting in access to online resources and/or computer technology.

8.4.7.f. Display knowledge of library procedures and services and their automated counterparts, i.e. circulation, serials, acquisitions, cataloging, online retrieval systems, etc.

9. Guidelines for Applicants for the preparation for the dossiers for C&E, T&P and Periodic Review.

9.1. General.

9.1.1. The Director shall notify Applicants of C&E and T&P and periodic review deadlines. Applicants must submit their application for C&E or dossier for T&P by the announced deadlines.

9.1.2. The Director shall notify faculty of a periodic review, as required by the Procedures for Faculty Review at UHM. Applicants must submit their academic profile for the periodic review by the announced deadlines.

- 9.1.3. If a faculty member comes up for a periodic review, while seated as Director, the DPC chair conducts the review. If the DPC chair is not of rank, then a senior member in the unit will conduct the review.
- 9.1.4. In all periodic review evaluations, the Director shall review all faculty of equal rank or lower. However, if the Director's rank is lower than the I-5 faculty Applicant, then the Dean shall appoint an I-5 faculty within the Department, and if there are no I-5 faculty available then one within the school will be appointed to conduct the 5-year periodic review.

9.2 Contract Renewal.

- 9.2.1. The responsibility of the DPC is to mentor the Applicant to enable her/him opportunities for support and improvement in their overall T&P dossier development.
- 9.2.2. An application for contract renewal will document a cumulative record of (1) the Applicant's teaching, scholarship, and service activities for I Faculty, or (2) the Applicant's professional, scholarly, and service activities for S Faculty, or (3) the Applicant's collection development bibliographic control via a cooperative and cumulative process, public and reference services for B Faculty, as they relate to the specifics of her/his job description.
- 9.2.3. Applicants should use the UH Contract Renewal Applications and Narrative instructions for Instructional and Non-Instructional Faculty when preparing their renewal application and narrative.

9.3 Application for T&P.

- 9.3.1. The Director shall advise all Applicants who are applying for T&P to:
 - 9.3.1.a. Complete the necessary forms.
 - 9.3.1.b. Provide materials for his/her dossier as outlined in the HSHK Procedures for T&P Review, including a statement of endeavor.
 - 9.3.1.c. Secure letters of support. Applicants should secure no more than 5 of their strongest letters in their dossier, and provide access to all other letters in their applicant box.
 - 9.3.1.d. Ascertain that syllabi and class evaluations are in her/his applicant box and/or provide other types of evaluations as appropriate (i.e. workshop and curriculum implementation evaluations).
 - 9.3.1.e. Submit published materials, copies of prepared class materials, samples of curriculum materials and resources developed, etc., for DPC review.

- 9.3.2. All Applicants whose cases are under consideration shall be advised of their right to appear before the DPC on their own behalf. If a person is requested by the DPC to appear for testimony, s/he shall be advised in writing of the questions that the DPC needs answered.
- 9.3.3. The DPC shall notify the Applicant of critical materials that may be absent that would provide clarity, accuracy, and fortify the Applicant's dossier. The DPC shall be able to make reasonable suggestions to the Applicant to improve her/his presentation of a dossier for promotion/tenure. It is the Applicant's choice to respond to these suggestions. Letters, updates of grants or scholarly submissions received after the DPC review shall be accepted for inclusion in the dossier. Such materials shall be marked with the date they were received.
- 9.4. All completed dossiers shall be submitted by the T&P Applicant to the Director.
- 9.5. Process for Soliciting Letters from External Referees (*Reference section VII. D. of the Criteria and Guidelines or Faculty Tenure/Promotion Application University of Hawai'i at Mānoa*)
- 9.5.1. Lists of external referees (with necessary contact information) shall include five (5) choices from the chair and five (5) choices from the Applicant. In selecting external referees, an Applicant should consider these criteria: (1) external referees must be at equal or higher rank being sought by the Applicant, (2) external referees should not be professionals with whom the Applicant has a close working relationship, and (3) the external referees should be able to provide an objective assessment of the impact of the faculty member's work in the field.
- 9.5.2. By the end of August, the Director shall inquire if prospective referees are willing to serve as external reviewers. If they agree, the Director sends the referees a letter soliciting their evaluation, the Applicant's curriculum vitae, and if possible reprints of major publications selected by the Applicant (in consultation with the Director), and a copy of the policies and procedures on T&P. In a letter accompanying the materials, the Director states that the Center is requesting the external referee's professional opinion of the Applicant's scholarly contributions to the field.

10. **Periodic Review of Tenured Faculty.**

- 10.1. The Director shall notify the list of faculty members whose work has not been reviewed since T&P, or receipt of merit salary increase during the preceding five (5) years, and who are therefore due to have their professional activities reviewed during the coming academic year under BOR Bylaws and Policies, Section 9-13.
- 10.2. The Director shall advise all faculty who are due for periodic review of the deadline to

submit their up-to-date curriculum vitae and academic profile that address departmental expectations. The academic profile should include information on teaching, research, service, and other professional activities appropriate to their position and scholarly field(s). The academic profile may include work in progress or anticipated.

10.3. All documentation shall be submitted by the faculty member to the Director in accordance with UHM Procedures for Evaluation of Faculty at UHM.

10.4. The Director will review the record made available for each faculty member scheduled for evaluation. When a Director is scheduled for review, the Chair of the -DPC, who is at equal or higher rank as the Director, will conduct the review of the Director. If the DPC Chair is not of equal or higher rank than the Director, a qualified member of the Center or the School's faculty will conduct the review of the Director. This review shall be concluded by the date and time prescribed in the UHM Procedures for Evaluation of Faculty at UHM.

10.4.1. When the Director determines that the professional activities of a faculty member being evaluated meet reasonable expectations as established by the faculty of the department, she/he will so inform the faculty member and the Dean, and the review is concluded.

10.4.2. When the Director determines that the professional activities of a faculty member being evaluated do not meet the reasonable expectations as agreed to by faculty of the department, the Director shall specify in writing the deficiencies that have been identified. If the faculty member does not contest the assessment of the Director, the faculty member shall sign that he/she agrees with the statement of deficiencies. The faculty member, the Director, and the Dean shall confer to create a Professional Development Plan (PDP), which addresses the identified deficiencies and a time frame for implementing the plan. The final plan shall be in writing and signed by the faculty member, Director, and the Dean. An annual review of the progress on the PDP will be conducted by the Dean in consultation with the Director and the faculty member until the PDP has been successfully concluded.