

APPROVED:

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Mānoa Chancellor's Office Date

Page 1 of 10

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**University of Hawai'i at Mānoa
Office of Student Affairs
Departmental Personnel Committee
Policies and Procedures**

I. INTRODUCTION

The policies and procedures of the University of Hawai'i on promotion, tenure, and contract renewal for faculty appear in the current faculty handbook and the current collective bargaining agreement. All faculty specialists within the Office of Student Affairs (OSA) are urged to become familiar with these policies and regularly communicate their plans with their Unit Director to determine appropriate timelines in accordance with University deadlines. Any condition of this document that is not in compliance with the current contract between the University of Hawai'i Professional Assembly (UHPA) (www.uhpa.org) and the Board of Regents (BOR) of the University of Hawai'i (www.hawaii.edu/offices/bor/) shall be null and void.

University policies and procedures require that each college or university have its own internal procedures. OSA is organized into a number of units of varying sizes, some of which employ one or more faculty specialists. Because of the unique nature of its organizational structure, the University of Hawai'i at Mānoa Office of Student Affairs maintains an OSA-wide personnel committee, rather than departmental or unit level personnel committees. The DPC procedures outlined in this document cover all specialist faculty in OSA. These procedures are contained in the following sections:

- II. OSA Executive Personnel Committee and Departmental Personnel Committee Procedures
 - III. Tenure and Promotion Procedures
 - IV. Contract Renewal Criteria and Procedures
 - V. Procedural Changes
- Appendix A: Criteria for Tenure and Promotion for OSA Specialist Faculty
Appendix B: Sample Letter Requesting an External Evaluation

II. OSA EXECUTIVE PERSONNEL COMMITTEE AND DEPARTMENTAL PERSONNEL COMMITTEE PROCEDURES

A. The OSA Executive Personnel Committee (EPC)

1. Function and Composition: The OSA Executive Personnel Committee (EPC), a Committee of the OSA Faculty Senate, is the OSA-wide personnel committee that is elected by the faculty of OSA to develop and carry out OSA's internal personnel procedures. It is comprised of three (3) tenured OSA faculty specialists elected at large with no more than one representative from any unit. The EPC is in charge of appointing or serving on the Departmental Personnel Committee(s), or DPC(s), for that academic year as outlined in section II. A. 4 *Term of Office*. The EPC works in collaboration with the Office of the Vice Chancellor for Students (VCS) on contract renewal, tenure, and promotion processes to coordinate internal deadlines with individuals involved in the review process.
2. Eligibility for Office: All tenured OSA faculty specialists with Board of Regents appointments are eligible for election to the EPC. However, OSA faculty who are under consideration for promotion in a given year will be excused from serving on the EPC during that year.
3. Eligibility to Vote: All OSA faculty specialists, at least half time whether tenure-track or non-tenure-track, are eligible to vote for EPC members.
4. Term of Office: The normal term of office for an EPC member is 12 months. Elected members are strongly encouraged to serve. An alternate will be seated when necessary. The EPC elects its own chairperson from among its members. No member may serve as chairperson for more than two consecutive years.
5. Election Procedures: The nomination and election of the EPC is conducted by September 1 of each year by the OSA Faculty Senate Executive Committee. The OSA Faculty Senate Executive Committee prepares the list of eligible persons (see above II.A.2), distributes ballots, collects and tallies votes, and keeps records of returns. By October 1, the EPC meets as a body and elects a chairperson.
6. Notification: Results of the EPC election are then forwarded to the Office of the VCS, the Unit Directors, and to the OSA Faculty Senate.

B. OSA Departmental Personnel Committee (DPC)

1. Function: The intent of an OSA DPC is to provide a performance evaluation process that encourages excellence, diversity, and collegiality. The DPC shall be constituted for the purpose of reviewing promotion, tenure, and contract renewal for OSA faculty specialists. The primary function of a DPC is to evaluate applicants' qualifications for promotion, tenure and contract renewal and to vote on whether the documentation adequately supports the case. The DPC shall rely on the information in the materials submitted by the applicants for this purpose. The

DPC's review of materials, deliberations and voting are confidential in nature. Following review and evaluation of applications by the DPC, applications are forwarded first to the Unit Director, then to the Office of the Vice Chancellor for Students, and then, depending on the type of application, to the Mānoa Chancellor's Office.

2. **Composition:** The EPC appoints a DPC depending upon the rank and type of applications being submitted. A DPC will consist of at least three (3) members for contract renewal and no less than five (5) members for tenure and promotion applications. The faculty member applying for tenure or promotion can submit to the EPC by September 30 a list of faculty members with similar professional backgrounds or specific expertise in their work. This list will be considered by the EPC in establishing the DPC for that faculty member.
 - a. In contract renewal, tenure, and promotion cases, the DPC may include eligible Mānoa faculty from related disciplines; however, the majority of the DPC must be OSA faculty.
 - b. In contract renewal, tenure and promotion cases, the majority of membership of the DPC shall be from the same unit/office as the applicant whenever possible.
 - c. In promotion cases, the DPC shall be composed of faculty of equal or higher rank than the current rank of the faculty seeking promotion.
3. **Eligibility for Service:** All tenured OSA faculty specialists with Board of Regents appointments are eligible to serve on a DPC. However, OSA faculty who are under consideration for promotion in a given year may be excused from serving on a DPC while it considers other applicants for promotion and tenure.
4. **Term of Service:** The normal term of office for a DPC member is 12 months beginning approximately September 1. DPCs shall be established by mid-October to coincide with the tenure, promotion, and contract renewal timetable.
5. **Recusal:** As directed in the current collective bargaining agreement, DPC members have the responsibility for avoiding conflicts of roles by recusing themselves from the process when such conflicts exist (see 2003-09 Bargaining Agreement Article XII.F.2.j).

III. TENURE AND PROMOTION PROCEDURES

A. Cancellation

This statement of procedures is effective when approved by the University of Hawai'i at Mānoa Office of Student Affairs Faculty Senate, the University of Hawai'i at Mānoa

Administration, and the University of Hawai'i Professional Assembly and shall cancel all previous statements.

B. Confidentiality and Access to the Dossier

During deliberations, OSA faculty elected to the Executive Personnel Committee, those participating in the Departmental Personnel Committee, and those in supervisory and administrative positions within OSA see privileged information. They are responsible for maintaining the confidentiality of that information.

Access to a candidate's dossier is limited at each review step to those individuals deliberating at that step. The candidate is advised to retain a copy of the dossier exactly as submitted. Revisions and corrections are not permitted, unless advised by the DPC.

C. Summary of Application Process for Tenure and Promotion

This process is outlined in the current collective bargaining agreement: from DPC, to Department Chair, to Dean of the Department. For the purpose of faculty review, in OSA, the position of Unit Director is equivalent to the position referred to as Department/Division Chair (DC) and the position of Vice Chancellor of Students is equivalent to the Dean of the Department.

D. Responsibilities and duties of those involved

1. OSA Specialist Faculty

- a. Intent to apply. Applicants should discuss their intentions with their Unit Director. As early as September 1, applicants are strongly encouraged to inform the EPC of their intent to apply, before the submission deadline of their application to their Unit Director.
- b. Completion of application. The applicant is responsible for preparing the necessary promotion/tenure application. The candidate's application shall address the appropriate criteria for tenure and promotion for OSA specialist faculty as outlined in the pertinent document (see Appendix A) and in accordance with the University application format and timetable.
- c. External evaluations. External evaluations should be collected before the October deadline so they can be used by the DPC as well as the TPRC. As early as August 1, a candidate may consult with their Unit Director to initiate the process of collecting external reviewers.

The applicant should provide in writing to her or his Unit Director three to five names and addresses of respected professionals in related fields who are not at UH Mānoa. Applicants should not contact possible external

evaluators. It is the obligation of the Unit Director to solicit external evaluations and forward to the EPC chair. An evaluator should hold at least the rank or professional level for which the applicant is applying or a higher one.

- d. Exclusion. By October 1st, candidates may submit names of up to two (2) OSA faculty members from outside of their unit whom they wish to exclude from serving on their DPC. This list should be given to the Chair of the EPC and be kept confidential. In the event that the Chair of the EPC is excluded from any of the amended lists, then the list should be given to another member of the EPC.
- e. Transmittal of application – Candidates will submit their application to the Secretary of the Vice Chancellor for Students.
- f. Conclusion of process. After the final notification, the faculty specialist will collect his/her supporting materials from the Office of the Vice Chancellor.

2. Unit Director

- a. Notification of applicants. The Unit Director is responsible for returning to the office of the Vice Chancellor for Students a list of all those in the unit planning to apply for tenure and promotion in any given year.
- b. Discussions with applicant. The candidate is encouraged to discuss their intentions to apply for tenure, promotion, or contract renewal.
- c. External evaluations. The Unit Director is responsible for soliciting external evaluations and forwarding it to the EPC chair. The Unit Director writes to five external evaluators from the candidate's list and may add two or three more names of other known professionals who can evaluate the applicant's work. Approximately the same cover letter soliciting the evaluation should be sent to each evaluator (see Appendix B). The Unit Director should keep a copy of each letter.

In addition to the cover letter from the Unit Director, the following materials for an external evaluation request should include, but are not limited to:

- i. Position description, if one exists
- ii. OSA criteria and University criteria
- iii. Curriculum vita or resume

- iv. Narrative summary of activities and professional accomplishments
- v. Example of professional work, if possible.

The Unit Director is strongly encouraged to seek external evaluations of the applicant's work in a timely manner. External reviews are considered extremely important at the TPRC level of evaluation. The Unit Director should follow-up with evaluators to ensure that evaluations are received by the October deadline so that they may be included in the DPC review. Evaluations received after the DPC review may be added to the dossier before it is forwarded to the TPRC. For specific procedures, refer to the current UHPA/BOR of University of Hawai'i Agreement "Criteria for Faculty Tenure/Promotion Application" (Section VII, E).

- d. Review of application. The application is reviewed for completeness by the Unit Director.
- e. Review of applicant. Following the DPC review, the Unit Director completes the Department Chair's page(s) of the Promotion and Tenure Form as appropriate (refer to UHPA contract XII. F2b). The Unit Director shall not participate in the deliberations of the DPC nor influence the DPC's written assessment.
 - i. Unit Directors who are in the bargaining unit shall make a separate and independent assessment and forward it to the VCS prior to the transmittal of dossiers to the next level of review in accordance with the university's established timetable. UHPA contract section XII. F2c.
 - ii. Unit Directors who are not a member of the bargaining unit, may make an assessment to be sent to the VCS prior to the transmittal of dossiers to the next level of review in accordance with the university's established timetable. UHPA contract section XII. F2d.

3. OSA Executive Personnel Committee

- a. The EPC will appoint or comprise the DPC, depending upon the level and type of applications submitted. Refer to section II. OSA Executive Personnel Committee procedures.
- b. The EPC Chair will collect applicant dossiers, distribute the dossiers to the DPC chairs, and prompt DPC chairs to forward dossiers to the Unit Directors.

- c. The EPC maintains communication and works with the Office of the VCS to help coordinate internal OSA deadlines with appropriate OSA individuals involved in the review process to include but not limited to applicants, Unit Directors, DPS(s) and the Office of the Vice Chancellor for Students.

4. OSA Departmental Personnel Committee

- a. General rules governing deliberations of the DPC are as follows:
 - i. Meetings will be called by the Chairperson or at the request of the majority of members. The DPC will meet in closed session.
 - ii. A quorum will consist of the majority of members.
 - iii. Voting will be by secret ballot.
 - iv. Voting results, including tie votes, will be reported by count.
- b. The DPC determines the timetable for deliberations in accordance with the timetable established by the University.
- c. The DPC contacts, if necessary, the candidate for clarification of all aspects of the dossier.
- d. The DPC guarantees a thorough and objective review of all pertinent information on the candidate based on the University established criteria and the "Guidelines for Tenure and Promotion for Specialist Faculty in the Office of Student Affairs" (Appendix A).
- e. Evaluations by external reviewers arriving after the DPC has begun deliberations need not be used in DPC deliberations; however, they may be used if the DPC decides to consider them even though they were received after the deadline. External reviews are considered extremely important at the TPRC level of evaluation.
- f. The DPC considers the evidence, votes by secret ballot on the application and records the vote count, makes one (1) written assessment of the strengths and weaknesses of each applicant, appends a recommendation if they so desire, and transmits the dossier to the next higher level of review (see 2003-09 Agreement, Article XII.F.2.b).
- g. Upon completion of all deliberations, the Chair of the DPC forwards the dossiers to the Unit Director for review and completion of the application forms as appropriate. The Unit Director then forwards the materials to the Office of the Vice Chancellor of Students.

5. Office of the Vice Chancellor for Students (VCS)

- a. Application and notification forms. The Office of the VCS forwards all forms required for completion of contract renewal, tenure and promotion to Unit Directors within OSA and the Chair of the OSA Faculty Senate.
- b. Notification of applicants. The Office of the VCS provides the Chancellor's Office and the Chair of the EPC a list of the faculty applying for tenure and promotion.
- c. Application materials: The Office of the VCS collects and holds applicant materials throughout the review process. Applicant materials will be accessed by the EPC, those selected to participate in the DPC, as well as those in supervisory and administrative positions within OSA. The EPC will work with the Office of the VCS regarding individuals who will have access to applicant materials during the review process.
- d. Transmission of dossiers. Once DPC deliberations are completed and the Unit Director has signed/written a recommendation (when appropriate), the Office of the VCS receives the dossiers from the Chair of the DPC, and after his/her review, the dossiers are forwarded to the Mānoa Chancellor's Office.
- e. Return of materials. Upon completion of the entire tenure and promotion process, the Office of the VCS will contact the applicant to pick up his/her dossiers and related materials.

IV. **CONTRACT RENEWAL CRITERIA AND PROCEDURES**

(OSA faculty should refer to the UHPA contract to determine the applicability of these procedures to their situation.)

A. **Cancellation**

This statement of procedures is effective when approved by the University of Hawai'i at Mānoa Office of Student Affairs Faculty Senate and cancels all previous statements.

B. **Criteria**

In general, a faculty specialist's contract is evaluated in accordance with the Article XII, D. of the UHPA-BOR/UH Agreement which states the following:

1. Performance of assigned duties has been rated satisfactory.
2. There is a continuing need for his/her services, particular knowledge and/or skills.

3. He/She has shown evidence of continued professional improvement, and demonstrates professional and personal qualities needed for work in OSA.

Refer to "Appendix A. Criteria for Tenure and Promotion for OSA Faculty Specialists."

C. General Requirements/Purpose

University requirements relating to length of faculty probationary periods, procedures and schedules for contract renewal or termination of appointment for non-tenured faculty are contained in the current collective bargaining agreement.

For OSA faculty, the information described in this document is intended to serve to meet the University's requirement for assessment of the candidate before a contract is renewed, but also to:

1. Provide the faculty specialist, the Immediate Supervisor, and/or the Unit Director and the faculty specialist's peers an opportunity to discuss candidly the faculty specialist's day-to-day performance and professional future, and to stipulate areas where improvements, if needed, should be made.
2. Provide the faculty specialist an opportunity, in as much as the contract provides, to prepare a dossier and experience a review that approximates the tenure and promotion review that the faculty specialist may undergo at the end of the probationary period.

Where there is any problem, deficiency, or doubt about any aspect of a faculty specialist's performance, this should be recorded in the review process and discussed with the faculty specialist as early as possible during the probationary period, so that maximum time shall be available to correct the problem or eliminate the deficiency.

D. Confidentiality and Access to the Dossier

During contract renewal deliberations, faculty specialists elected to the Executive Personnel Committee (EPC) and selected to participate in the DPC, as well as those in supervisory and administrative positions within OSA, see privileged information. They are responsible for maintaining the confidentiality of that information. Access to a candidate's dossier is limited at each review step to those individuals deliberating at that step. The candidate is advised to retain a copy of the dossier exactly as submitted.

E. Summary of Application Process

The sequence of steps is outlined in the current collective bargaining agreement: from candidate to DPC, to Unit Director, to Vice Chancellor of Students. In OSA, the position of Unit Director is equivalent to the position referred to as Department/Division Chair (DC) in the current collective bargaining agreement. Where applicable, a written assessment from a candidate's Immediate Supervisor may be added to the dossier before it is transmitted to the Unit Director. In cases where an individual has an

Immediate Supervisor who is not a Unit Director, the Unit Director may consult the Immediate Supervisor regarding the contract renewal request. The Immediate Supervisor may also initiate consultation with the unit Director. If the Immediate Supervisor is also the candidate's Unit Director or the Vice Chancellor for Students, the formal assessment and vote will be made at the highest supervisory level and not earlier.

NOTES:

1. The contract renewal form provides for the candidate to see the assessment made by the DPC and the Unit Director prior to transmitting the recommendation to the Vice Chancellor for Students.
2. The Vice Chancellor for Students does not usually write an assessment, but makes the final decision whether or not the candidate's contract will be renewed, and so notifies the candidate in writing.

V. PROCEDURAL CHANGES

Any OSA faculty may submit a recommendation in writing for a revision of these procedures to the OSA Faculty Executive Committee for consideration. When recommendations are made, the OSA Faculty Executive Committee will review the document. Changes in DPC procedures shall be ratified by a majority of voting OSA faculty specialists. The proposed amendment shall be sent through the Vice Chancellor of Students (VCS) to the Vice Chancellor for Academic Affairs and the University of Hawai'i Professional Assembly (UHPA) for review and approval, which shall not be unreasonably withheld. Approved amended procedures shall be filed with the UHPA and the VCS.

Approved / Denied

Vice Chancellor for Academic Affairs

Date

Approved / Denied

University of Hawaii Professional Assembly

Date

Guidelines for Tenure and Promotion Specialist Faculty Office of Student Affairs

Introduction

Faculty members at a major research university such as the University of Hawai'i at Mānoa are generally engaged in three distinct but interrelated categories of activities: teaching, research, and service. Specialist faculty may engage in a variety of processes and methods of teaching and research. However, the primary role of specialist faculty in the Office of Student Affairs is to provide service to students in the attainment of their academic and personal goals.

Specialist faculty activities are inconsistent across settings due to the complexity, the number, and the variety of roles. Specialists' activities and duties do not easily lend themselves to categorization into a tripartite model such as that suggested by the traditional role of instructional faculty.

Scope of Responsibility

The responsibilities of specialist faculty in the Office of Student Affairs generally involve three categories of activities. The categories are: 1) professional activities; 2) professional development; and 3) service activities. Each of the three categories of responsibility are briefly defined in this document, and each includes *examples* of specialist faculty endeavors within each category. These descriptions are to be viewed as *guidelines only*, and not as minimum qualifications for tenure and/or promotion. *Minimum criteria* and *minimum qualifications* for tenure and/or promotion of specialist faculty are specified by the current UHPA/UH agreement.

Activities and functions of specialist faculty may include but are not limited to those included in the list of examples in each category. Neither is the specialist faculty expected to engage in every activity/function listed in each category.

I. PROFESSIONAL ACTIVITIES

Specialist faculty engage in a variety of activities which facilitate the overall mission of the university and the unit to which they are assigned. Activities encompass a broad spectrum, including direct client services, program development, and administrative duties. Specialists engage in sensitive and efficient response to changing client needs.

A. Direct Client Service

- * Providing individual or group counseling/advising/consultation/support
- * Conducting informational or developmental workshops and seminars
- * Supervising internships, practica, research, work experiences
- * Providing feedback/evaluation/assessment of participant performance in research endeavors, programs, seminars, field work, counseling, advising, etc.
- * Designing, developing, and teaching academic courses
- * Designing and implementing teaching/instruction/research strategies based on selected goals, learning theory, and characteristics of learner/participant
- * Developing effective research tools, learning aids, teaching materials, simulations, etc. to be used in teaching/presentations/workshops/ research
- * Providing specialized services including recruitment, student employment support and consultation, career guidance, etc.
- * Serving as advisor to student organizations/groups and/or other client groups
- * Providing verbal and written support in related endeavors, including assigned academic and research projects
- * Participating as a guest presenter

B. Program Development

- * Identifying and assessing client group need in a systematic manner and responding appropriately in program planning and management
- * Engaging in program planning, development, and implementation, including securing extramural funding when available and appropriate
- * Monitoring and evaluating program progress
- * Making arrangements for coordinating, and/or supervising participation in activities, programs
- * Developing and improving techniques, procedures, and materials
- * Participating in the development and/or revision of program literature

C. Administration

- * Participating in the development, interpretation, revision, and implementation of policies and procedures governing a program/activity
- * Developing and/or securing resources for use in support of programs
- * Administering, supervising, and/or coordinating programs or services
- * Performing general administration

II. PROFESSIONAL DEVELOPMENT

Faculty specialists remain current with developments in the field of specialization, enhance skills and techniques, and continuously expand basic knowledge in order to better research and evaluation to ensure that programs and services are relevant and that they are meeting student and institutional needs.

A. Professional Development

- * Engaging in formal study, workshops, meeting, seminars and conferences in order to enhance professional competence
- * Studying for/completing requirements for advanced degree, license, diploma, certification, etc. in a field relevant to the position involved
- * Remaining current with literature and professional associations relevant to area of expertise (e.g., belonging to professional societies, contributing to professional activities, reading professional publications)

B. Scholarly Activities/Evaluation/Research

- * Determining needs and interests of targeted services groups through systematic assessment methods
- * Evaluating success, effectiveness, user satisfaction, utilization of program or service through systematic evaluation methods
- * Conducting research (formal inquiry through accepted means: reviewing literature; generating hypotheses; collecting, analyzing, and interpreting data) or engaging in other studies in field of specialization
- * Planning and/or editing written/oral reports of results of studies/evaluation/research
- * Presenting materials for publication in relevant journals, books, monographs, etc.
- * Being selected and/or invited to make a formal presentation, participating in conference/seminar

- * Presenting poster sessions/papers at a professional conference, colloquium, seminar
- * Applying for and receiving fellowship, grants, contracts, and/or awards for study/research/evaluation purposes
- * Participating in collaborative research, grant applications
- * Engaging in professional activities that enhance the visibility, image, and prominence of the unit/division/institution

III. SERVICE

Service refers to a broad spectrum of activities, which is a significant portion of the specialist faculty role. Service activities include those that have to do with the internal organization of the university; those activities having to do with the professional bodies which provide the faculty specialist with professional identity and status; and activities which normally occur outside the institution and are related to the faculty member's professional expertise and /or responsibilities.

A. University Service

- * Serving as a member or chair of a departmental, campus-wide, or system-wide committee
- * Serving as a member or chair of faculty governance bodies, committees (e.g., Mānoa Faculty Senate, College Faculty Senate)
- * Serving as a mentor to colleagues, staff, students
- * Responding to both formal and informal requests for documentation of relevant data, proposals, reviews, reports
- * Serving as a member of a review/evaluation committee or panel
- * Acting as special project leader or coordinator
- * Organizing/presenting conferences/workshops for faculty development
- * Providing expertise/consultation in developing and/or teaching courses/workshops in collaboration with other university professionals

B. Professional Service

- * Reviewing research, professional organization proposals, manuscripts
- * Serving as officer and/or board member in a state, national, or international professional society in the area of one's expertise
- * Organizing, chairing, or co-chairing a conference or conference session
- * Serving as editor of conference proceedings, as journal editor, and/or as a member of an editorial board or other professional publication in the area of expertise

- * Responding to requests to conduct workshops, seminars, and presentations in area of expertise
- * Consulting and advising with professional colleagues
- * Responding to requests for comments on published materials
- * Working to provide options/opportunities for faculty development which also enhances the mission of the university

C. Community Service

- * Providing uncompensated consultation to the community-at-large and to government agencies in area of expertise
- * Speaking, making presentations to public groups
- * Serving on advisory boards, committees related to area of expertise
- * Conducting conferences and workshops on or off campus for the benefit of the community-at-large
- * Providing expert testimony at legislative and public hearings, and/or meetings in area of expertise
- * Providing assistance to federal, state, or county agencies in area of expertise
- * Providing service to volunteer organizations in area of expertise

Appendix B. Sample Letter Requesting an External Evaluation

Dear

I am writing to ask for your evaluation of **NAME**, **rank** and **position, organization/unit**. **NAME** is applying for promotion to the rank of **rank**. As the **Director of Unit**, I am responsible for soliciting external reviews of this candidate.

The University of Hawai'i is somewhat unique in that many members of the Office of Student Affairs hold specialist faculty appointments (in contrast to instructional or research faculty positions). To advance in the University, these specialist faculty members apply for promotion and tenure as do other kinds of faculty members. **(The following section would be revised, based on the rank sought or whether for tenure.)** The criteria for specialist **(or other rank, or tenure at the given rank, etc.)** faculty are somewhat different than for other categories. Specialist evaluations are based on recognition of excellence (as applicable) in program planning, development and evaluation; administrative ability; direct service; professional commitment to the University, local, and national community; evidence of knowledge of their field, and so forth, rather than professional publications or research per se. For promotion to the rank of Specialist an applicant must demonstrate the professional competence of those at the highest level in the field.

I am attaching three documents to assist in your evaluation of **NAME**: 1) the Office of Student Affairs criteria for tenure and promotion, indicating the categories by which an applicant should be judged; 2) **NAME's** curriculum vitae; 3) a portion of **NAME's** statement of endeavors, in which s/he outlines her/his accomplishments since hiring or last promotion. If you have little time, I would suggest you review the curriculum vitae, which provides a brief summary of **NAME's** achievements.

Your review of **NAME** is for the sole purpose of helping the faculty and administration of the University of Hawai'i at Mānoa evaluate this faculty member for promotion **(tenure/both)**. Your identity as a confidential referee will not be shared with this applicant; we will do our best to maintain the confidentiality of your evaluation.

Your comments may be brief; they should be signed and sent to the following: **contact name/address**. If you are willing to provide this evaluation, I would appreciate your comments as soon as possible. The Departmental Review Committee will be considering this applicant's dossier and the confidential comments from external reviewers beginning **date** and continuing through **date**. If you have any questions please feel free to email me at **contact email**.

The faculty and administration of the University of Hawai'i greatly appreciate your willingness and effort in evaluating and commenting on the work of **NAME**.

Sincerely,