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**Department of Psychology**  
**Procedures for Personnel Decisions on Tenure, Promotion, Contract Renewal, and**  
**Chair Election, Revised Spring 2019**

**I. Purpose**

This document outlines the procedures employed by the Faculty of the Department of Psychology to recommend a Department Chair and to review recommendations for contract renewal, tenure, and promotion.

**II. General Procedures**

- A. The annual review process is initiated by the Department Chair and reflects procedures detailed in the most recent Agreement between UHPA and the Board of Regents of the University of Hawaii and the Manoa Criteria and Guidelines pertaining to tenure, promotion, contract renewal, and chair election. If conflict exists between Departmental and University procedures, or comes to exist as a result of changes in University procedures, then University procedures take precedence.
- B. A faculty member will be considered for contract renewal, promotion an/or tenure in accordance with the Department Criteria, guidelines established by the College of Social Sciences, the University of Hawaii at Manoa, and the University of Hawaii Board of Regents.
- C. All faculty receive electronic copies of Department, College, University and BOR criteria and guidelines from the chair by the deadline provided by the OVCAA.
- D. Applications for tenure and promotion are reviewed by the Department Personnel Committee (DPC) and the Department Chair (DC).
- E. Applications for contract renewal are reviewed by the DPC and the DC. Applications for voluntary informal review are reviewed by a subcommittee of the DPC and the DC. The subcommittee shall consist of five tenured faculty members elected by secret ballot in the early fall semester each year by all voting Department faculty members.
- F. All final votes are by secret ballot. The deliberations and recommendations of the DPC are strictly confidential. The chair of each committee should remind members of the committee of the confidential nature of the assignment. This should be kept in mind in arranging for all written or oral communications about deliberations (e.g., documents should be password protected).

**III. The Department Chair**

In the final year of a Chair's term, an ad hoc committee will be formed to coordinate the selection process for the next three-year term. The ad hoc coordinating committee proceeds as follows:

- A. Advertises to the Department, both faculty and students, the fact that a Chair needs to be selected for the next three years.
- B. Solicits nominations (or renominations) from these groups.
- C. Ascertains from the individual nominees (or renominee) their willingness to stand as candidates for the Chair.
- D. Provides an opportunity for candidates to make known their position on issues of importance to the faculty.
- E. Seeks input from students and other appropriate members of the Department community.
- F. Conducts a closed meeting of the Bargaining Unit 07 faculty for discussion of the candidates.
- G. Conducts secret balloting of the Bargaining Unit 07 faculty to arrive at a recommendation to the Dean.

#### **IV. The Department Personnel Committee**

- A. The DPC is responsible for conducting a review of all applications for tenure, and promotion in accordance with the procedures outlined in this document.
- B. The composition of eligible members of the DPC is as follows:

For Tenure                      All tenured faculty who are voting members of the Department\*

For Promotion to Associate Professor      All Associate and Full Professors who are voting members of the Department and tenured\*

For Promotion to Full Professor              All Full Professors who are voting members of the Department and tenured\*

\*Only tenure-track faculty members in the psychology department are eligible to vote on personnel matters. Thus, non-tenure track faculty members, including research personnel, are not eligible to vote on personnel matters or serve on the DPC. In addition, faculty members who have retired or left the Department for other positions are not eligible to vote on any departmental matters or serve on the DPC. Since the University asks that the DC submit a separate recommendation, the Chair shall not be eligible to serve on the DPC.

- C. Only those eligible persons attending the DPC meeting(s) may vote on tenure and promotion with the following exceptions:
  1. Faculty on official leave will be contacted and will be permitted to participate in the DPC procedures and cast absentee ballots.
  2. Faculty away on official University business outside of Hawaii (e.g., scientific meetings, giving invited addresses) at the time of the DPC meetings will be permitted

to cast absentee ballots, so long as the DC is notified at least two weeks in advance. The DC then notifies the DPC chair.

3. In order to cast an absentee ballot, faculty members must be provided with the dossier and all relevant documents to review (password protected) and must participate in DPC deliberation meetings (e.g., via conference call). Voting procedures in these cases must also protect the confidentiality of the voting faculty members (e.g., via anonymous online voting). In cases where an absentee ballot will be cast, the DPC chair will set up anonymous online voting, where all DPC members will cast their ballots.
4. In the instance where no faculty member is on official or approved leave, all DPC faculty will cast ballots during the DPC meeting where voting is to be conducted.

## **V. The Department Review Process for Tenure and Promotion**

### **A. Initiation of Proceedings**

1. The proceedings are initiated when a candidate indicates plans to apply for tenure and/or promotion. This normally occurs in the spring semester of the academic year preceding the formal application. This is to allow enough time to secure external review letters.
2. Each candidate has sole responsibility for preparing his or her application. The candidate may, however, request a member of the appropriate DPC for assistance in preparing the application. Guidance in this task should follow the procedures and criteria that had been approved by the Department and University.

### **B. Function of Convener**

1. The DC asks a person among the eligible faculty to convene the DPC. This is so that someone will take responsibility for getting the group together the first time.
2. The convener calls the DPC meeting where he/she presents the dossier, charge, and procedures to the committee and supervises the selection of a committee chair.

### **C. Functions of Committee Chair**

1. The committee chair is elected by majority vote of the DPC.
2. Time pressures are great; therefore, the committee chair is to examine the dossier, ascertain the completeness of the document, and, if incomplete, begin immediately to gather missing information.
3. The committee chair conducts the DPC meeting, supervises the preparation of reports, assures that committee members are in agreement on the content of the reports, and forwards these reports to the DC.
4. The committee chair has the specific charge that if majority and minority sections are prepared, or two sections in case of a 50-50 split, and differ on questions of fact, the committee chair, in conjunction with the primary authors of the different sections, will seek and present information explaining discrepancies. The committee chair monitors procedures, summarizes the DPC meeting discussions, disseminates meeting

minutes to the DPC members, and ensures that University guidelines are followed.

#### **D. Functions of the Primary Reviewer**

- 1. There will be a primary reviewer selected by the candidate who is a member of the DPC. The primary reviewer will familiarize himself or herself with the candidate's dossier, serve as a source of information for the committee, and answer any questions that may arise.**
- 2. While all DPC members are expected to be able to understand and assess the value of the candidate's teaching, research, and service contributions, the primary reviewer studies the dossier thoroughly and is the first to speak about the candidate in the DPC meeting where the case is discussed. The primary reviewer gives a summary of the dossier and writes the first draft of the DPC letter.**

#### **E. The DC in consultation with the DPC will solicit external reviews.**

- 1. The goal is to obtain three external reviews from a list submitted by the candidate and three external reviews from a list compiled by the DPC. The candidate submits the names of 3-5 individuals who are qualified to provide an external assessment of the candidate's research. The candidate will be asked for additional names as needed.**
- 2. The DC and the Chair of the DPC with consultation with the DPC identify 3-5 possible reviewers. Additional names will be identified following the same procedure as needed.**
- 3. External reviews should be affiliated with an R1 University or have comparable expertise. Care will be taken to avoid individuals who have a conflict of interest.**
- 4. Potential external reviewers will be contacted to determine their availability to serve. At least 6 reviewers will be invited to submit reviews (3 drawn from the candidate's list and 3 drawn from the DPC's list).**
- 5. External reviewers will be sent a letter prepared by the DC, the candidate's CV, and copies of papers to review selected by the candidate, and will be asked to provide an assessment of the candidate's research. The letter will conform to any guidelines established by the University.**
- 6. All reasonable efforts will be made to insure the confidentiality of external reviews.**

#### **F. The candidate may include solicited letters in his/her application before DPC review.**

- 1. The candidate may solicit signed letters from faculty not on the committee, undergraduate students, graduate students, faculty in other departments, department staff, and community members, and place them in the application, if the candidate wishes to do so.**

#### **G. The DPC Review**

- 1. The DPC will review the dossier and all supporting materials submitted by the applicant and external reviewers.**

2. The committee chair may ask candidates for additional or clarifying information. Otherwise, the candidate and the DPC should have no communication regarding the proceedings.
3. There will be at least two meetings of the DPC. The first meeting will be for organizational purposes and for a preliminary discussion of candidates.
4. Meetings of the DPC must be attended by a quorum (60%) of the eligible faculty. Only those physically present at the meeting count towards the quorum. Those with an official exception will be permitted to cast an absentee ballot provided that a) they were given the dossier and relevant materials to review and were present (e.g., via conference call) for content discussions that occurred in the DPC meetings and b) that confidentiality can be properly maintained.
5. As determined by a secret ballot, a candidate shall be recommended for promotion or tenure only if he or she receives the "yes" votes of at least a simple majority of those eligible committee members who have (a) not formally withdrawn themselves from the pool of eligible voters because of lack of knowledge concerning the candidate's record and/or because of limited contact with the Department, (b) not formally withdrawn because of a conflict of interest (note: spouses and partners must recuse themselves), and (c) not cast an abstaining vote.
6. The committee chair will prepare a final written letter of the DPC's procedures and recommendation, which may be based, in part, on the primary reviewer's first draft of the letter. The DPC, by consensus, can revise the letter with guidance from the committee chair. The faculty vote is appended to the DPC letter of recommendation.
7. The DC prepares a letter of recommendation.
8. The final recommendation (whether the vote was for or against tenure and/or for or against promotion) will be conveyed to the candidate by the DPC chair.

## **VI. Criteria for Tenure, Promotion, and Contract Renewal**

### **A. General considerations**

1. The mission of the Psychology Department is to make scholarly contributions to the discipline and related fields and expose students to the breadth and depth of the field at the graduate and undergraduate levels. We teach our students to understand the value of empirical investigation and think critically about psychological issues. The department seeks to instill in its students an appreciation for the field of psychology and its applications to individual and social problems. We are dedicated to high standards of original inquiry and creative expression. Students are taught that sound research and scholarship serve to expand knowledge and improve the quality of peoples' lives.
2. The basic departmental standard is that in each domain of teaching, research, and service, a candidate shall achieve visibility and impact appropriate to his or her career stage. We expect that different subsets of indicators may be applicable in different cases, depending upon the candidate's interests and responsibilities. Therefore, in providing this list of potential standards and performance criteria, the Department does not imply that every faculty member must perform at some specific level on all criteria; instead, the applicability of these criteria are based on the professional

judgment of peers and colleagues.

3. The Department, College and University continually aspire to enhance their academic stature. Such stature is achieved primarily through the continual recruitment, development, and retention of outstanding faculty. Thus, we aim to set clear standards to maintain quality research, teaching excellence and a commitment to service among our faculty.
4. The general categories of criteria to be applied to the evaluation of the candidates for tenure consideration and promotion are: (a) teaching performance, (b) research performance, (c) service contributions, and (d) present and future value to the Department. The specific criteria to be used for evaluation of teaching, research and service are listed below. The evaluation of category (d) will be accomplished by consideration of the candidate's performance and future promise in teaching, research, and service as they relate to the Department's present and future goals.
5. Probationary faculty contracts are reviewed periodically. In general, a faculty member is expected to be on a professional trajectory that is consistent with the teaching, research, and service criteria for tenure and promotion described in this document.

## B. Teaching Criteria

A candidate for contract renewal must have demonstrated at least satisfactory teaching, as demonstrated by achieving a majority of ratings at or above the University mean in the electronic course evaluation system in use by the University, and substantial progress toward achieving the teaching criteria for tenure. A candidate for tenure must have demonstrated a high level of competence as a teacher during the probationary period. For promotion or tenure at the Associate and Full Professor ranks, there should be evidence of high quality in teaching and the versatility to contribute to all levels of the Department's instructional program. The conduct of classes is a central feature of teaching responsibilities, but teaching also includes supervising student research and clinical activities, mentoring and advising students, and other teaching-related activities outside of the classroom. The profile of indicators is not expected to be identical across candidates; candidates are expected to include whatever information is available and relevant to their evaluation.

1. Using the University's electronic course evaluation system, the applicant must provide evidence of classroom instruction performance, for all courses except for the research courses (PSY 499, PSY 699, and PSY 7X9) and accomplishment, addressing both undergraduate and graduate instruction, as applicable. Evidence may include: (1) quantitative ratings by students of course quality and teaching effectiveness for courses taught since hire or last promotion, including number of respondents, mean scores on each question, and comparisons to departmental means; and (2) number of courses taught, enrollment, and contribution to learning outcomes. Evidence can also include: (1) course syllabi; (2) peer reviews of teaching; (3) letters from students; and (4) teaching awards. In the absence of concrete evidence of teaching effectiveness, the reviewing bodies will not be able to adequately assess this category.
2. The applicant must provide evidence of teaching activities outside the classroom,

including advising, mentoring, directed readings courses, and theses and dissertation committees chaired and served on. Evidence should include: (1) number of honors theses, master's theses, and dissertation committees served on; and (2) co-authorship of mentees on conference presentations and publications. Evidence can also include (1) letters written by mentees; (2) placement of mentees in graduate programs or jobs; and (3) awards obtained by mentees.

3. Commitment to high quality teaching can also be documented with evidence of exploration and development of improved teaching effectiveness. Evidence can include: (1) development of new curricula; and (2) integration of new teaching methods and technologies.

### C. Research Criteria

A tenure-track applicant for contract renewal should demonstrate a research trajectory consistent with meeting the criteria for tenure. For the Assistant Professor seeking tenure and promotion to Associate Professor or the Associate Professor seeking tenure, the applicant should be well on the way to becoming an established scholar in his or her discipline. Candidates are expected to establish an independent, productive, visible research program, and actively seek extramural research funding. The Department expects substantial scholarly achievement with the promise of continued excellence in scholarship. Successful candidates for tenure are expected to have contributed to research scholarship by (1) establishing an independent, original, high quality, sustained and programmatic research program and (2) demonstrating that their research is beginning to have impact and the candidate is forming a positive national reputation.

For the Associate Professor seeking promotion to Professor or the Professor seeking tenure, the applicant should possess national and international visibility, high status as a scholar, and clear and important impact on the field. He or she should have achieved significant recognition and prominence as a scholar in psychology. For non-tenured faculty seeking promotion, applicants must meet the criteria for the level to which they are seeking promotion.

Overall, peer-reviewed publications are of first importance in establishing scholarly achievement. However, other indicators that show a candidate's research is utilized by and influences the community of scholars are also important. The profile of indicators for scholarly achievement is not expected to be identical across candidates; candidates are expected to include information that provides strong evidence for their scholarly achievement.

1. The applicant must provide evidence of research accomplishment including: (1) a statement about the importance and impact of his/her research; (2) documentation of published work, defined to include work accepted for future publication; 3) for tenure applicants only, evidence of work in progress should be provided to demonstrate a sustained and ongoing research program and the applicant's future value to the Department.

2. The applicant must provide evidence of research accomplishment and the quality and impact of his/her work. Evidence must include: (1) peer-reviewed publication, including information about journal impact factor and discipline standards; and (2) citation counts and citation indices (e.g., h-index, i10-index). Evidence can also include: (1) published evaluations of the author's work; (2) awards, honors, invitations to participate in conferences; and (3) the applicant's statement about the impact of his or her research.
3. Research accomplishment must also be documented through providing evidence such as (1) pursuit of extramural grants (funded or not); (2) books and book chapters; (3) papers/posters presented at national and international professional meetings, conferences, and workshops; (4) technical reports; and (5) receipt of a research award, including those from the University, national societies, or being made a fellow of APS, APA or equivalent.
4. The Department accepts and encourages inter- and multi-disciplinary work and collaborations, but a candidate is expected to demonstrate his or her independent, identifiable, and significant contribution to the research team. Candidates should indicate their contribution in percentage terms and, in their research statement, indicate the nature of their contribution to any co-authored work.

#### D. Service Criteria

Faculty members are expected to engage in service at Department, College, and University levels, as well as in professional organizations or community organizations where the contribution is professional in nature. A candidate for contract renewal must have demonstrated involvement in service to the Department and psychology profession. For the Assistant Professor seeking tenure and promotion to Associate Professor or the Associate Professor seeking tenure, the applicant should have participated in the academic affairs of the University (especially at the Department level, but service at other levels are considered as well) and demonstrated a willingness to use professional competence in service to the psychology profession. For the Associate Professor seeking promotion to Professor or the Professor seeking tenure, the applicant should demonstrate leadership in the academic affairs of the University and the psychology profession. Relative to a more junior faculty member, the successful candidate for promotion to Professor will generally contribute more to the service mission, and the contributions will typically extend further beyond the Department. Effectiveness in service can be demonstrated in various ways, including but not limited to the following:

1. Evidence of service contributions to the Department, College, and University may include serving as (1) a contributing member or chair of a Department committee; (2) advisor to Psi Chi or other applicable student group; (3) program or concentration director/associate director/coordinator; (4) Department Chair, Graduate Chair, Undergraduate Chair or director of Honors Program; (5) College or University committee member (including task forces, special assignments, etc.); (6) committee chair of a major College or University committee; (7) a member of a governing body of College or University.
2. Evidence of service contributions to the profession may include documentation of



serving as (1) a reviewer for journals or grant applications; (2) conference chair or organizer; (3) member of editorial board or consulting editor of referred journal; (4) Editor or Associate Editor for refereed journal; (5) member of a study section or review panel; (6) an elected officer of a division of APA or other scholarly or professional society.

3. Evidence of discipline-related community service (e.g., application of scholarship) may include (1) unpaid consulting for bureaus, commissions, agencies, legislative bodies, etc.; (2) participation in special community projects and studies; (3) professionally related community positions, e.g., school board membership, participation in education groups, professional advisor to various groups, public service agencies, etc.; (4) general community educational contributions: lectures, workshops, community clinic work, etc.; (5) interviews for newspaper, TV, radio, etc.

## **VII. The Department Review Process for Contract Renewal**

Recommendations for the contract renewal of untenured faculty are conducted and made by the Department Personnel Committee (DPC) and DC.

### **A. Contract Renewal**

The candidate should provide an updated CV and a document summarizing teaching, research, and service contributions. Applications for contract renewal should follow the format used in tenure and promotion.

1. The DC will present the entire Department Governance Guidelines, including information on the content and formatting of contract renewal applications, and timing of contract renewal to untenured faculty and all newly hired faculty at the time of hiring. Teaching evaluations are required of all untenured faculty, and this should also be communicated.
2. A primary reviewer will be a member of the DPC selected by the candidate. The primary reviewer will familiarize himself or herself with the candidate's contract renewal documents, serve as a source of information for the committee, and answer any questions that may arise.

While all DPC members are expected to be able to understand and assess the value of the candidate's teaching, research, and service contributions, the primary reviewer studies the contract renewal documents thoroughly and is the first to speak about the candidate in the DPC meeting where the case is discussed. The primary reviewer gives a summary of the contract renewal documents and writes the first draft of the DPC letter.

3. The DPC chair may ask the candidate for additional or clarifying information. Otherwise, the candidate and the DPC should have no communication regarding the proceedings.
4. The DPC reviews the candidate's materials, edits the draft of the primary reviewer letter describing their recommendation to renew or not to renew, and votes on contract renewal by secret ballot. In order to cast a ballot, DPC members must participate in all substantive deliberations regarding the application for renewal.
  - a. In the event a DPC member on leave wishes to cast a ballot, absentee balloting may be arranged. In order to cast a ballot, faculty members must be provided with all relevant contract renewal documents to review (password protected) and must participate in DPC deliberation meetings (e.g., via conference call). Voting procedures in these cases must also protect the confidentiality of the voting faculty members (e.g., via anonymous online voting). In cases where an absentee ballot will be cast, the DPC chair will set up anonymous online voting, where all DPC members will cast their ballots.
  - b. In the instance where no faculty member is on official or approved leave, all DPC faculty will cast ballots during the DPC meeting where voting is to be conducted.
5. The DC writes a separate recommendation to renew or not renew the contract.
6. The candidate meets with the DC to review the contract renewal recommendations from the DC and the DPC.

#### **B. Voluntary Informal Review**

A faculty member in the probationary period may elect to have an annual review. In cases where a faculty member asks to be reviewed, the Department elects a subcommittee to conduct the review. The subcommittee shall consist of five tenured faculty members elected by secret ballot in the early fall semester each year by all voting Department faculty members. The elected DPC subcommittee then conducts an informal review in order to give these faculty members constructive feedback on their performance in preparation for contract renewal.

If a faculty member elects to be considered for informal review, the candidate should provide an updated CV and a document summarizing teaching, research, and service contributions. This document should include the information relevant to an application for tenure (i.e., documented evidence of teaching, research and service contributions) and aim to follow the general format of a tenure dossier in order to provide practice in preparing this more extensive document. In a faculty member's first year, this document will likely be short, but in subsequent years, this document will grow to approximate a candidate's tenure dossier.

1. The DPC subcommittee will review the candidate's materials.
2. The chair of the DPC subcommittee may ask the candidate for additional or clarifying information. Otherwise, the candidate and the DPC subcommittee should have no communication regarding the proceedings.
3. The chair of the DPC subcommittee provides a summary of the subcommittee's feedback to the DC.
4. The DC meets with the candidate to review and convey the feedback of the DPC subcommittee.

### **VIII. Evaluation of Tenured Faculty – 5-Year Periodic Review**

In accordance with existing University procedures, (see Procedures for Evaluation of Faculty at UH Manoa), a candidate will submit documents to the DC that provide evidence of his/her continued value and contributions to the University and psychology profession for periodic review. This review is meant to be a collegial process run by the faculty. The candidate should submit to the DC a curriculum vita and a short statement summarizing teaching, research, and service accomplishments and plans for the future.

#### **A. Review Materials**

First, the faculty member should provide evidence of high quality and versatility in teaching. The conduct of classes is a central feature of teaching responsibilities, but teaching also includes supervising student research and clinical activities, mentoring and advising students, and other teaching-related activities outside of the classroom. See section VI, B.1-B.3 for examples of evidence of teaching performance. Second, the faculty member should provide evidence of scholarly achievement with the promise of continued excellence and growth as a scholar. Faculty members should continue to show evidence of an independent, productive, visible research program involving graduate and undergraduate students. See section VI, C.1-C.4 for examples of evidence of research performance. Third, the faculty member should provide evidence of continued service to

the University (at the Department, College, or University level), the psychology profession, and/or the community. See section VI, D.1-D.3 for examples of evidence of service contributions. Finally, the faculty member should discuss plans for the future and how he/she will continue to be a valuable member of the Department, College, and University.

**B. Periodic Review Procedure**

After the faculty member submits his/her materials to the DC, the DC then evaluates these materials. If the DC and the faculty member disagree as to whether a) the faculty member 'meets reasonable expectations', or b) that the Departmental guidelines are being appropriately applied to the individual's case, then the process of evaluation will be forwarded to the Dean for attempted resolution.