



UNIVERSITY of HAWAI'I at MĀNOA

INSTITUTE *for* SUSTAINABILITY *and* RESILIENCE

University of Hawai'i at Mānoa

Institute for Sustainability and Resilience (ISR)

Procedures Guiding ISR Governance, including Contract Renewal, Promotion, Tenure and Periodic Review

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Table of Contents

ISR Structure	3
ISR Personnel Committee Procedures	3
ISR Dossier Guidelines	4
Authorship Conventions	4
Application Guidelines	4
Tenure and Promotion Review Procedure	4
External Reviews	4
D/FPC Feedback and Applicant Response	5
D/FPC Assessment	6
Limited-term Appointments Review Procedure	6
Contract Renewal Procedure (Pre-Tenure)	6
Periodic Review Procedure (Post Tenure)	6
Other ISR Governance	7
Teaching Evaluations	7
Personnel Actions Requiring Full Faculty Input	7
Affiliate Faculty	7
Partner Hires	7
Tenure Upon Appointment	7
Transfer of Locus of Tenure	8
Reclassifications	8
Special Salary Adjustments	8
Amendments to Criteria	8
Amendments to Procedures	8
Approvals	9

ISR Structure

The ISR is established at the University of Hawai'i at Mānoa (UHM) to provide a campus-wide focus for interdisciplinary instruction, research and outreach programs related to sustainability and resilience. ISR serves as a coordinating body for sustainability and resilience-related activities, particularly in curricula across the UHM campus and in coordination with University of Hawai'i system-wide sustainability and resilience initiatives. ISR also provides a platform for interdisciplinary sustainability and resilience-focused research at UHM with the aim of informing multi-scale decision-making for pressing global and local environmental challenges. ISR faculty are expected to engage in the curricular, research and outreach missions of ISR as well as program development and support. The activities of outreach, program development and support constitute service to ISR.

ISR leadership consists of an Executive/Managerial Director, and faculty Associate Director. The Director is selected by the Provost following standard hiring practices and is responsible for the overall stewardship of the ISR. The Director is responsible for ensuring that new faculty members receive a copy of approved ISR Procedures, ISR Criteria and UHM Criteria and Guidelines within the first few weeks of employment. The Associate Director (0.5FTE) is selected by the Director and, with support and approval from the Provost, will serve a three-year term, to be reviewed annually. Terms are renewable. The Associate Director is responsible for also stewarding the curricular, research and service missions of ISR. ISR faculty have at least some allocation of FTE within ISR, and possibly their locus of tenure depending on the specific faculty position. Faculty will be hired into ISR following standard hiring practices.

There is no Department Chair within the ISR and, as such, operates as a unit with a Director (equivalent to a Dean in faculty evaluation processes) with no Chair.

ISR Personnel Committee Procedures

All procedures herein are intended to comply with current University of Hawai'i Board of Regents (BOR) Policies, Executive Policies and Collective Bargaining Agreement (CBA) between the BOR and University of Hawai'i Professional Assembly (UHPA). Should there be discrepancy, the current University-wide policies are followed.

The Departmental Personnel Committee (DPC) consists of all tenured faculty in ISR (including positions with split FTE, whether the locus of tenure be in ISR or other unit) at the same or higher rank as the rank to which the faculty applicant is applying. Service in the DPC is a faculty obligation. The DPC will exclude the ISR Director, faculty on leave, and Emeritus. Faculty on sabbatical can serve on the DPC only if this is part of the approved sabbatical plan. In the case that an otherwise eligible faculty has a conflict of interest, defined as having some personal stake or conflicting role in the outcome of an applicant's application, or when a reviewer holds multiple roles with respect to the application that could reasonably be expected to generate conflicting perspectives for a review, the faculty should let their conflict be known to the Director, who will advise on a recusal recommendation. The DPC will be a minimum of five people. If there are too few eligible participants within the ISR, the Director will consult with the Associate Director to invite additional faculty from allied fields to form a Faculty Personnel Committee (FPC), following current University procedures. The Chair of the D/FPC will be elected by a majority vote of its members and coordinate their work.

Deliberations and actions of the D/FPC relating to specific faculty personnel actions shall be confidential. As such, there shall be no recordings of D/FPC discussions. In addition, the applicant shall not attempt to influence or communicate with the committees or their members regarding the review of their application. The determination of the D/FPC's recommendation to the Director is based on a majority vote of all D/FPC members and a memorandum summarizing the D/FPC's deliberations and conclusions. All final votes shall be made by secret ballot. D/FPC members are not able to abstain from voting on tenure and promotion applications. Though it is allowable for members to abstain from voting on other personnel actions, like contract renewal, it is not recommended.

ISR Dossier Guidelines

Authorship Conventions

As an interdisciplinary sustainability and resilience-focused unit, ISR values co-authored and interdisciplinary publications. Because disciplines have differing authorship conventions, ISR does not have specific authorship guidelines but rather emphasizes the clear description of authorship contributions within the dossier. Specifically, co-authored work should include a description of the applicant's:

1. proportion of time and effort in the functions of conceptualization, research, analysis, and/or writing, and;
2. total proportion of time and effort in the research or publication.

Application Guidelines

The Tenure and Promotion dossier will follow the [application format as documented in UHM's eDossier](#) system. It is recommended that Contract Renewal dossiers should follow the same application format, and must minimally include the applicant's curriculum vitae, summary of endeavors since prior contract renewal, and any applicable teaching evaluations or achievements.

The deadline for Tenure and Promotion applications will adhere to University guidelines. The deadline for Contract Renewal applications for probationary faculty will be the same date as for Tenure and Promotion applications. The deadline for Contract renewal for temporary faculty may differ, and will be determined based on the faculty start date and contract time period - though adhering to the same timeline as probationary faculty to the extent possible.

Tenure and Promotion Review Procedure

External Reviews

The Director and D/FPC Chair will seek external evaluators of each applicant's scholarly contributions per UHM Criteria for Tenure & Promotion. External reviewers may know the applicant, but cannot:

1. have a close working relationship with the applicant,
2. have been on the applicant's dissertation committee,
3. have co-authored a publication with the applicant within the past five years, or

4. be employed in the University of Hawai'i system.

When an external evaluator is at an institution other than a university or college, the D/FPC should explain why that evaluator was selected. In circumstances where the classification or tenure system at the reviewer's institution does not match that of UHM, the Director and/or D/FPC Chair should seek reviewers that most closely reflect the rank and status sought by the applicant. E.g. if the reviewer's institution does not have a tenure system, then tenure is not required - but they should be able to speak to the quality and impact of the applicant's scholarly work.

Upon declaration of intent to apply for promotion and/or tenure, the Director and/or D/FPC Chair will request the applicant to provide in writing three to five names and contact information from respected scholars in related fields from outside the University of Hawai'i System. External reviewers should have no conflicts of interest with the applicant. Conflicts exist where the reviewer could reasonably be judged to have some personal stake (e.g. professional reputation) in the outcome of the application. When a conflict of interest may exist with an external reviewer, the Director and/or D/FPC Chair shall remove their nomination and may request an additional name from the applicant or the D/FPC as appropriate.

The Director, in consultation with the Chair of the D/FPC, will secure letters from 2-3 individuals from the applicant's list and a comparable number of letters from known scholars proposed by the D/FPC who can evaluate the applicant's scholarly work. The Director and/or D/FPC Chair may also request additional names from the applicant if they are having difficulties securing external evaluators from the applicant's list. The purpose of the request is to obtain an opinion about the applicant's scholarly contributions and not to determine whether or not the applicant would receive tenure/promotion at another institution.

When external evaluations arrive to ISR, either electronically or by physical mail, necessary steps will be taken to ensure that the evaluation is kept confidential. The procedure for handling the evaluation is as follows:

1. The letter will be marked "Confidential" as soon as it arrives.
2. The letter will not be shown to the applicant at any time by ISR.
3. The letter will be delivered to the College/Unit's Tenure and Promotion Coordinator for inclusion in the applicant's electronic dossier, using a secure system such as UH filedrop if relevant.
4. No copies of the letter will be kept by ISR.

D/FPC Feedback and Applicant Response

If, after an initial review, the D/FPC has suggestions for the applicant to strengthen the dossier, such suggestions will be provided to them in writing. The applicant may or may not follow the recommendations, but the applicant will inform the D/FPC Chair in writing of their decision. Should the applicant wish to follow the D/FPC suggestions, the applicant will have one week from the date of receipt to do so. Either the D/FPC or the applicant may request a meeting prior to the final report. Communications between the D/FPC and the applicant will be conducted with discretion and confidentiality.

D/FPC Assessment

The D/FPC will consider the evidence presented in the dossier and make one (1) written assessment of the strengths and weaknesses of the applicant, that also records the outcome of a secret-ballot vote of the entire D/FPC to recommend or not recommend the proposed tenure and/or promotion. An explanation of this recommendation should be appended to the assessment of strengths and weaknesses. The D/FPC may also choose to include a minority opinion in their assessment.

Based upon the D/FPC's confidential discussion, deliberation and secret-ballot vote, the D/FPC Chair will upload the D/FPC's assessment and record the D/FPC's vote in the eDossier system.

Limited-term Appointments Review Procedure

Limited-term faculty appointments refer to those full and part-time appointments not eligible for tenure. These faculty should be evaluated annually to determine if their contract will be extended. In the case of extramurally funded appointments, review will be done solely by the Principal Investigator. For limited-term faculty not on extramural funds, review will be done per D/FPC procedures with the final recommendation provided to the Director.

Contract Renewal Procedure

No external reviews will be required for probationary appointments or I2 or other limited-term contract renewals, but in all other respects, the same general procedures as Tenure and Promotion will be followed. Specifically, contract renewal for probationary faculty will follow the same timeline as Tenure and Promotion. The deadline for Contract renewal for temporary faculty may differ, and will be determined based on the faculty start date and contract time period - though adhering to the same timeline as probationary faculty to the extent possible. Contract renewals require a comparable statement of endeavors (though not necessarily of the same length) and curriculum vitae review. There will be no review by external evaluators. Though it is allowable in contract renewal for D/FPC members to abstain from the secret-ballot vote, it is not recommended.

Periodic Review Procedure (Post Tenure)

Tenured faculty are expected to meaningfully contribute to ISR's mission in curriculum, research and service – though emphasis can vary and are expected to shift as faculty develop in their careers. Tenured faculty are expected to maintain the standards of both tenure and the rank to which they have been promoted. As pre-tenure ISR faculty also vary in their emphasis on the components of ISR's mission, based on individual position descriptions, post-tenure positions should be similarly assessed and updated if there are substantial shifts in prioritization of effort. For more information, see ISR's Criteria.

Periodic faculty review in ISR will be done by the D/FPC Chair. The D/FPC will engage both routine reviews and reviews initiated by the Director based on any performance concerns. Tenured faculty will provide to the D/FPC a dossier describing their professional activities (similar to that of the Tenure and Promotion Application) and a current curriculum vitae. The D/FPC Chair will provide a written assessment to the Director, with a copy to the faculty member being reviewed.

Other ISR Governance

Teaching Evaluations

Teaching evaluations are frequently used in contract renewal, tenure and promotion assessments and in decisions to continue employment of lecturers. Teaching evaluations are also useful to mentor and counsel faculty and to identify outstanding teachers for awards.

For courses taught by ISR faculty, the University of Hawai'i System's Course Evaluation System (CES) is used to gather student feedback on courses for the faculty members' information and benefit. ISR Faculty are not currently required to share CES results - though are encouraged to use them for self assessment. Should there be a modified rule to share CES evaluations in the future, there will be a discussion and vote within ISR. A departmental record of when and how such decisions are made shall be kept by the Director. A summary of votes will be communicated to the Office of the Vice Provost for Academic Excellence by emailing the vote details to uhmces@hawaii.edu.

Personnel Actions Requiring Full Faculty Input

The following personnel actions require input from all ISR faculty (i.e. in Unit 7 Bargaining).

Affiliate Faculty

Affiliate faculty are identified by ISR leadership and faculty based on their contributions to the sustainability-focused curricular program, research program or aligned service. Affiliate faculty are appointed based on a majority vote of ISR faculty (including Associate Director), with final decision-making by the ISR Director, and an accepted appointment by the potential affiliate. The term for an affiliate faculty is 4 years and is renewable.

Partner Hires

In the case of a potential partner hire, the Director will forward the curriculum vitae of the candidate to ISR faculty and arrange an interview. After the interview, ISR faculty will take a secret ballot vote and communicate its results to the Director.

Tenure Upon Appointment

In the case of tenure upon appointment, the Director will forward the letter of tenure from the previous institution to the D/FPC. The D/FPC will compare criteria from the previous institution with UHM and ISR criteria and determine if the selectee's accomplishments would have been sufficient to secure tenure under ISR's criteria. A secret ballot vote will be taken to determine if the faculty recommends the granting of tenure within ISR. The D/FPC will communicate the results of the vote to the Director, and the final decision is made by the President.

Transfer of Locus of Tenure

In the case of a request to transfer a locus of tenure to ISR, the Director will forward the curriculum vitae of the candidate (otherwise tenured at UHM) to the D/FPC Chair. The D/FPC will compare criteria from the other department with the ISR criteria and determine if the selectee's accomplishments would have been sufficient to secure tenure under ISR's criteria. A secret ballot vote will be taken to determine if the faculty recommends a transfer of locus of tenure. The D/FPC will communicate the results of the vote to the Director, and the final decision is made by the appropriate authority (Provost if the faculty's locus is with another Mānoa School or College, or President if the faculty's locus is with another campus).

Reclassifications

A faculty member may petition for reclassification (e.g. F) by written request to the Director. The Director will determine if the requested classification meets the operational needs of the unit and if so, will forward the request to the D/FPC. The D/FPC will review the current job description and classification, consult with HR and OVPAE as needed in order to make a recommendation on the scope of revised work and that the applicant meets the MQs of the proposed classification. The D/FPC takes a secret ballot vote and communicates the vote to the Director. The Director will consider the faculty's recommendation and make their own assessment then send their decision to OVPAE, for information.

Special Salary Adjustments

Special Salary Adjustments (SSA) shall be made in accordance with [CBA XXI.G \(R-17\)](#). To process an SSA, the Director will provide the applicant's CV, nomination memo, and any supplemental materials (e.g. salary analysis from peer/benchmark institutions for market SSA, offer or verification as a finalist from another institution for a retention SSA) to all ISR faculty with at least .50 FTE in Rank 2 or higher positions. ISR faculty will take a secret ballot vote (Support vs. Do NOT Support), including comments, and communicate the full vote with comments to the Director. All bargaining unit members in the ISR shall be given the opportunity to review the request and support or not support the request.

Amendments to Criteria

Proposed changes to ISR criteria for tenure, promotion, contract renewal, or periodic review (see addendum) must be communicated in writing to all ISR faculty with two weeks' opportunity to review and discuss. Such changes must be approved by a majority vote of bargaining unit faculty members.

Amendments to Procedures

Proposed changes to these procedures shall be discussed at an ISR departmental meeting with a minimum of two weeks advance notice on all proposed amendments. Amendments to these procedures shall be voted on by all bargaining unit faculty members.

Changes to these procedures will be forwarded to the Director for input. The Director shall forward to OVPAE for approval. OVPAE will share procedures with UHPA for approval. Procedures are effective upon approval.

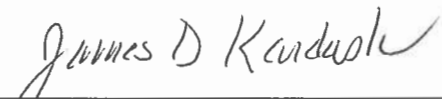
Approvals

Makena Coffman  6/27/25

Director (Name, Signature, Date)

Vassilis L. Syrmos  1/12/26

Provost (Name, Signature, Date)

 9/8/2025

UHPA (Name, Signature, Date)

