
CONTRACT RENEWAL, PROMOTION, TENURE HANDBOOK FOR Specialist Faculty in Student Affairs



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DIVISION OF STUDENT AFFAIRS – UNIVERSITY OF HAWAII AT HILO

Approved by:

University of Hawaii Professional Assembly

Date

Gail Makuakane-Lundin
Interim Vice Chancellor Student Affairs, UH Hilo

Date

Donald Straney Chancellor, UH Hilo

Date

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INTRODUCTION

This handbook provides guidance, policies, procedures, and forms for half-time to full-time faculty specialists in the Division of Student Affairs (DSA) at the University of Hawai'i at Hilo, who wish to apply for contract renewal, tenure and/or promotion.

Also included is information about the responsibilities of candidates, reviewing faculty, and administrators.

Tenure track specialists are faculty hired in the rank of S-2 to S-5 and who are assigned a permanent position number (not suffixed by the letter T). Prior to receiving tenure, faculty specialists in ranks 2 or 3 are normally evaluated for contract renewal twice on a biannual basis, in the 2nd and 4th year. Upon successful renewals, a tenure application is submitted for review in the 5th year of being in a tenure track position.

Some of the guidelines included in the handbook only apply to candidates seeking tenure/and or promotion. However tenure track faculty applying for contract renewal should familiarize themselves with these guidelines and should use those portions of the included dossier forms that apply. Forms and instructions for applying for contract renewal are designed to allow candidates to use their contract renewal applications as the basis for their tenure/promotion applications.

Many of the procedures surrounding contract renewal, promotion, and tenure are specified in articles X, XII, and XIV, and XV of the 2015-2017 Agreement between the University of Hawai'i Professional Assembly (UHPA) and the Board of Regents of the University of Hawai'i, usually referred to as the UHPA contract. The UHPA contract may be accessed at <http://www.uhpa.org>. Candidates are encouraged to become familiar with the sections of the UHPA contract pertaining to contract renewal, tenure, and promotion.

TIMETABLE

Early each fall semester, the Vice Chancellor for Student Affairs sends forward a "Calendar for Personnel Actions", which shows that year's deadlines for the submission of the various materials related to an application.

JUNIOR SPECIALISTS (S-2) AND ASSISTANT SPECIALISTS (S-3)

Junior and Assistant Specialists are normally reviewed for contract renewal in the second and fourth year of employment and considered for tenure during the fifth year of service with the result of the decision taking effect at the beginning of the sixth year. This is the probationary period for tenure track faculty. For Specialist (S) faculty, promotion and tenure decisions are *not* linked, in that a Specialist at Junior or Assistant Specialist rank can be granted tenure without simultaneously being granted promotion to the next highest rank.

Specialists can be considered for promotion without tenure. Specialists with previous experience at a professional rank may apply for promotion to the next higher rank when they have completed at least two full years at UH Hilo and at least five full years in a professional rank at a regionally accredited institution.

PROMOTION TO SPECIALIST (S-5) FOR ASSOCIATE SPECIALIST (S-4)

Associate Specialists may apply for promotion to Specialist during the fifth year of service at the rank of Associate Specialist or higher providing that they have served for at least two full years at UH-Hilo. While the minimum time frame is five years in rank, it is acceptable to defer application until subsequent years.

ASSOCIATE SPECIALISTS (S-4) AND SPECIALISTS (S-5) HIRED WITHOUT TENURE

Faculty members who are hired at the rank of Specialist or Associate Specialist normally will not have tenure initially. The normal schedule for Associate Specialists to seek tenure is to apply in the third year with the decision taking effect at the beginning of the fourth year. For faculty hired at the rank of Specialist, the normal schedule is to apply for tenure during the second year of service. The tenure decision at these ranks is not linked to promotion.

ADMINISTRATIVE APPLICATIONS FOR TENURE

The President may grant tenure upon initial appointment to a specialist faculty member who has previously held tenure at a comparable institution. This applies to newly hired academic administrators (directors, deans, vice chancellors, chancellor) who are hired with faculty status.

LENGTHENING AND SHORTENING THE PROBATIONARY PERIOD FOR TENURE

The probationary period can be lengthened, shortened, or eliminated by the Chancellor at the request of a specialist faculty member or on the initiative of the Chancellor with the concurrence of the faculty member. In no instance, however, can the period be lengthened beyond seven years. An untenured faculty member who has not applied for tenure by the seventh year will receive a final one-year contract for the eighth year.

TIME IN RANK FOR PROMOTION

Depending on rank, a Specialist faculty member will serve for between one and four years in a given rank before being considered for promotion to the next higher rank, with the promotion taking effect at the beginning of the following academic year. At least two full years of service at UH-Hilo are normally required to establish credentials for promotion.

REQUIREMENTS FOR CONTRACT RENEWAL, TENURE AND PROMOTION

Effective Fall 2004, faculty initially hired as Junior Specialists will be evaluated during their second and fourth years of service and in every year thereafter, until the awarding of tenure. The purpose of these evaluations is to assess their progress towards tenure and/or promotion. The application for contract renewal is submitted to the Department or Division Personnel Committee (DPC) during the fall semester of the second and fourth years of the probationary period. Each fall a calendar of personnel actions will be established and distributed. Contract renewal applications should adhere to this schedule. Consult with your division secretaries or equivalent on how to turn in the dossier so that it is properly time stamped.

Tenure track candidates for contract renewal will be asked to present evidence of their performance and achievements in the same categories as those against which they will later be reviewed for tenure and promotion so that they can receive feedback on performance and determine if they are on track for a successful tenure application. A successful tenure/promotion application will be a compendium of activities, achievements, evaluations, and responses to evaluations over the course of the candidate's probationary period or since the candidate's last promotion. Thus, each application for the contract renewal should be viewed as an opportunity for evaluative feedback and should form the basis for the subsequent applications.

The general University specifications for duties, responsibilities, and minimum requirements for the ranks of Junior Specialist, Assistant Specialist, Associate Specialist, and Specialist are presented below. The general requirements for tenure being granted at a specific rank are the same as the requirements for promotion at that rank. Specific DSA expectations are also included beginning on pg. 6.

JUNIOR SPECIALIST (S-2)

Duties and Responsibilities: Under general direction, normally with limited latitude for independent judgment in the field of specialization, to perform assigned functions, and to carry out routine tasks.

Minimum Qualifications: A Master's degree from a college or university of recognized standing, with work in a field related closely to the position involved; one year of experience as assistant, or its equivalent represented by successful practice in the appropriate field.

ASSISTANT SPECIALIST (S-3)

Duties and Responsibilities: Under general direction with some latitude for independent judgment in the field of specialization, to perform assigned functions and to carry out routine duties competently; to supervise clerical help.

Minimum Qualifications: A Masters degree and, in addition to the Masters, 30 credits of graduate study from a college or university of recognized standing and in a field relevant to the position involved; at least three years of experience in the appropriate area at the next lower rank, or its equivalent.

ASSOCIATE SPECIALIST (S-4)

Duties and Responsibilities: Under only general direction with wide latitude for the exercise of independent professional judgment in the field of specialization, to perform assigned functions competently.

Minimum Qualifications: A doctorate from a college or university of recognized standing and in a field relevant to the position involved; at least four years of experience in the appropriate specialty at the next lower rank with demonstrated increasing professional maturity, including at least two years of experience directly related to the current job assignment; demonstrated ability to plan and organize assigned activities, including the work of assistants when appropriate; ability to work effectively with faculty, staff, and administrators as necessary.

SPECIALIST (S-5)

Duties and Responsibilities: With exercise of independent professional judgment in the field of specialization, to perform any assigned functions competently without supervision; to plan, organize and direct programmatic activities, to render consultative or lecturing services to civic or professional organizations as called upon.

Minimum Qualifications: A doctorate from a college or university of recognized standing in a field relevant to the position involved at least four years of experience in the appropriate specialty at the next lower rank with demonstrated increasing professional maturity including at least two years of experience directly related to the current job assignment; demonstrated ability as necessary to plan and organize assigned activities, including the work of assistants when appropriate; ability to work effectively with faculty, staff, and administrators as necessary; proven ability to conduct research or to carry out independently major project of importance to the University and the community.

UH Hilo Expectations for Specialist Faculty in Student Affairs

The primary areas of responsibility for specialist faculty employed in Student Affairs can be broadly described as 1) professional activities 2) professional development and 3) service activities. Each of the three categories of responsibility is briefly defined below, and *examples* are provided for each. These lists are not exhaustive, nor are all of the activities listed applicable to all groups of Student Affairs' specialists. The individual faculty specialist's job description and specific department guidelines should guide the candidate's professional activities, professional development and service. It is strongly recommended that job descriptions be added to dossiers so that reviewing bodies and individuals understand the candidate's function at UH Hilo.

Candidates for contract renewal must show evidence of effective activity appropriate to their job descriptions in all three areas at each stage of review. Individual departments may have additional guidelines and statements of expectations. Candidates must fulfill the expectations of their individual departments as well as general UH Hilo expectations. In some cases, activities might fit in more than one area and different departments may make different judgments about the category which certain activities fulfill.

Successful candidates for tenure and/or promotion can meet campus requirements in professional activities, professional development and service activities in any one of the following four ways:

- High quality professional activities, combined with high quality contributions in professional development, with competence in service activities
- High quality professional activities, combined with high quality service activities and competence in professional development
- High quality professional activities combined with a balance of contributions in professional development and service which exceeds the minimum requirements for competence
- Exceptional professional activities combined with competence in professional development and service activities

A. Professional Activities: Primary Duties and Responsibilities

Specialist faculty engage in a variety of activities which facilitate the overall mission of the University, the Division, and the unit to which they are assigned. Activities encompass a broad spectrum, including direct client services, program development, and administrative duties.

1. Direct Services	2. Program Development	3. Administration
<ul style="list-style-type: none"> • Providing individual and/or group counseling, advising, consultation, and/or support • Conducting informational, educational, or developmental workshops and seminars • Supervising internships, practica, research, work experiences • Providing feedback, evaluation, or assessment of participant performance in research endeavors, programs, seminars, field work, counseling, advising, etc. • Teaching academic courses • Providing specialized services such as recruitment, student employment support and consultation, career guidance, etc. • Participating as a guest presenter 	<ul style="list-style-type: none"> • Identifying and assessing student and /or other client needs 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 • Developing and improving techniques, procedures, and materials • Participating in the development and/or revision of program information and materials • Designing, developing, and revising academic courses • Designing and implementing teaching, instruction, and/or research strategies based on selected goals, learning theory, and characteristics of learners/participants. • Developing effective learning aids, teaching materials, simulations, research tools, etc. to be used in teaching, presentations, workshops, programs activities, and/or research 	<ul style="list-style-type: none"> • Participation in the development, interpretation, revision, and implementation of policies and procedures governing a program or activity • Developing and/or securing resources for use in support of programs • Administering, supervising, and/or coordinating programs or services • Coordinating the activities of one's assigned unit and its team members • Making arrangements for coordinating, and/or supervising participation in programs/activities • Formulating and/or managing budgets, expenditures, and resources • Completing appropriate peer and/or staff performance reviews

B. Professional Development

Specialist faculty remain current with the developments in their field of specialization, enhance skills and techniques, and continuously expand basic knowledge in order to better serve students, the institution, and the community. In addition, specialist faculty utilizes research and evaluation to ensure that programs and services are relevant and effective and that they are meeting student and institutional needs.

1. Development of Knowledge and Expertise	2. Scholarly Activities, Evaluation, and Research
<ul style="list-style-type: none"> • Engaging in formal study, workshops, meetings, seminars, and conferences in order to enhance professional knowledge and competence • Studying for or completing requirements for an 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) 	<ul style="list-style-type: none"> • Determining the needs and interests of targeted service groups through systematic assessment methods • Evaluating success, effectiveness, user satisfaction, and/or utilization of program or service through systematic evaluation methods • Conducting research (formal inquiry through accepted means: reviewing literature; generating hypothesis; 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, and/or research • Submitting materials for publication in relevant journals, books, monographs, book reviews, etc. • Being selected and/or invited to make a formal presentation, participating in a panel presentation or discussion group at a professional conference/seminar • Presenting poster sessions/papers at a professional conference, colloquium, or seminar • Applying for and receiving fellowships, grants, contracts, and/or awards for study, research, or evaluation purposes • Engaging in professional activities that enhance the visibility, image, and prominence of the unit, division, and/or institution

C. Service

University and community service refers to a broad spectrum of activities. Service activities include those having to do with the internal organization of the university, those activities having to do with the professional bodies, and other external activities that are of service to the community.

1. University Service	2. Professional Service	3. Community Service
<ul style="list-style-type: none"> • Serving as a member or chair of a departmental, campus-wide, system-wide committee or faculty governance body • Serving as a mentor to colleagues, staff, and/or students • Responding to both formal and informal requests for information and data needed by colleagues for reports, proposals, etc • Serving as a member of a review/evaluation committee or panel • Acting as a special project leader or coordinator • Organizing and/or presenting conferences or workshops for faculty and staff development • Providing expertise/consultation in developing and/or teaching courses or workshops in collaboration with other university professionals 	<ul style="list-style-type: none"> • Serving as an 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 • Reviewing research, professional organization proposals, manuscripts • 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 outside of the University in area of expertise • Consulting and advising with professional colleagues outside the University • Responding to requests for comments on published materials • Working to provide options/opportunities for faculty and staff development which also enhance the mission of the university 	<ul style="list-style-type: none"> • Providing uncompensated consultation to the community-at-large and to government agencies in area of expertise • Speaking and making presentations to public groups • Serving of advisory boards, committees related to area of expertise • Conducting conferences and workshops for the benefit at the community-at-large • Providing expert testimony at legislative or 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

MEETING THE CRITERIA

To summarize, the above expectations in professional activities, professional development, and service may be met in one of the following four ways:

1	2	3	4
High quality professional activities, and	High quality professional activities, and	High quality professional activities, and	Exceptional professional activities
High quality professional development	High quality contributions in service, and	A balance of contributions in professional development and service that substantially exceeds the minimum requirements of competence.	Competence in professional development
Competence in service	Competence in professional development		Competence in service

APPLICATION PROCESS

The process for applying for promotion and the process for applying for tenure are identical – the same forms are used, the same dates apply, and the same individuals are involved in the decision process. The process for applying for contract renewal is parallel to the process for applying for promotion and/or tenure. The forms for applying for contract renewal and the individuals involved in the decision process are similar; the dates for the application are different.

At the beginning of each fall semester, a calendar listing the deadlines for various stages of the evaluation process will be distributed by the Chancellor. There will be designated deadlines for the submission of requests to shorten or lengthen the probationary period and for waiving minimum requirements for promotion. Early in the fall semester, applicants should make sure they obtain a copy of the calendar of the current year's deadlines, as some of the deadlines are quite early in the semester.

The candidate for promotion and/or tenure should be aware of the deadlines for the following actions:

- Deadline for request for waiver of minimum qualifications for promotion and the change of probationary period to be submitted to the Chancellor.
- Deadline for submission of requests to exclude one or more faculty from the candidate's TPRC, to be submitted to the Chancellor.
- Deadline for submission of application and dossier to the Departmental/Division Personnel Committee.

The date for submission of the candidate's tenure/promotion application and dossier is set by the President of the University while the other dates are set by the Chancellor.

The application itself is referred to as a "dossier" which is a compendium of information about the applicant's achievements and qualifications for promotion and/or tenure assembled by the candidate. In most cases, candidates are reviewed solely on the dossiers they themselves create. Instructions for creating a dossier begin on pg. 15, and the forms to be used are provided in Appendix A. Each reviewing level may require the production of additional information or supporting materials.

The document for applying for contract renewal and tenure/promotion is the same, except that candidates for contract renewal will be instructed to skip sections which apply only to the application for tenure/promotion. Applications for contract renewal are reviewed by a Departmental Personnel Committee (DPC), Dean of Students (DOS), and the Vice Chancellor for Student Affairs (VCSA). Candidates for tenure and/or promotion will additionally be reviewed by a Tenure and Promotion Review Committee (TPRC) and the Chancellor.

Division of Student Affairs DPC policy and procedures was ratified by DSA faculty specialists on 01/06/14, and approved by UHPA on 12/27/13 and UH Hilo Chancellor on 1/17/14.

<http://hilo.hawaii.edu/uhh/vcsa/documents/DSADepartmentalPersonnelCommitteePolicyandProcedures.pdf>

Membership on the Departmental/Division Personnel Committee is made up from tenured S 2-5 faculty within DSA. Members of the DPC will be selected by the tenured specialists in the Division. A DPC of at least three (3) members and no more than five (5) members will be established in promotion, tenure and contract renewal cases. The DPC may include eligible tenured faculty outside of DSA; however, when the number of eligible DSA specialist allow, a majority of the DPC must be from the Division. Specialists holding the title of Director shall be eligible to serve on the DPC provided that they will be excused from deliberation and voting in cases involving candidates for whom they serve as Intermediate Supervisor. The following personnel are to be excluded, however:

- Applicants for tenure and promotion
- Personnel under consideration for contract renewal
- Personnel on terminal year appointments

The TPRC is comprised of tenured S-4 and S-5 specialists from DSA, and I-4 and I-5 faculty from across the campus and UH-system who are recommended by the college or division and appointed by the Vice Chancellor.

The application and dossier are initially submitted to the DPC. In the current organization for Student Affairs, there are no department/division chair positions. Therefore, DSA's process is modified from the Academic Affairs process to exclude this level of review.

For contract renewal, the DPC places their evaluation with signatures on the required form in the dossier and forwards the dossier to the DOS when available and then VCSA for review. Candidates for contract renewal have the opportunity to see the evaluations and to discuss them with the chair of the DPC, the DOS, and the VCSA. The purpose of this meeting is to assure that the candidate understands the assessment and has received guidance as to how identified weaknesses might be addressed. The VCSA makes the final decision to renew a contract or not and informs the candidate in writing of that decision.

For tenure and/or promotion, the DPC places their evaluation with signatures on the required form in the dossier and forwards the dossier to the DOS who makes an independent evaluation. The DOS inserts his/her evaluation into the dossier and forwards it to the Tenure and Promotion Review Committee (TPRC). The TPRC provides its evaluation as a single report with any minority views contained within that report. The signed report is placed within the dossier, the dossier is returned to DOS who forwards it to the VCSA, who in turn forwards it to the Chancellor. If the dossier contains a negative recommendation at any level, the faculty member is afforded the right to examine the dossier, submit written comments and additional materials.

Each applicant for tenure or promotion has the right to exclude up to ten persons from the Tenure and Promotion Review Committee (TPRC) that will evaluate their case. The set of all persons in the University System eligible to serve on TPRCs is called the Faculty Personnel Panel (FPP). The FPP consists of all tenured faculty at UH-Hilo (including both associate and full professors) as well as all tenured faculty at UH-Manoa, UH-West Oahu, and UH community colleges. (Please refer to Article XV of the 2015-2017 UHPA contract for details.) The FPP is the set from which exclusions are made. The Chancellor will inform the faculty of the location the Faculty Personnel Panel listing and the method for communicating exclusions, and a copy of the FPP list will be on file with the UHPA. Applicants cannot be assigned to a TPRC until the TPRC Exclusion Form is signed and submitted; applicants who do not wish to exclude anyone from their TPRC should indicate that choice on the form. Candidates' exclusions will remain confidential.

These rights and the procedures for handling a case where there is disagreement between the TPRC and the Chancellor are given in Article XII Section G (tenure) and Article XIV Section D (promotion) of the 2015-2017 UHPA contract. The recommendations are transmitted by the Chancellor to the President, who submits final recommendations to the Board of Regents for action. All actions related to tenure and promotion must be completed by the end of the fiscal year (June 30).

INSTRUCTIONS FOR PREPARING THE CONTRACT RENEWAL, TENURE AND/OR PROMOTION DOSSIER

INTRODUCTION AND PHILOSOPHY

The process by which a University of Hawai'i at Hilo faculty member receives tenure may be the most important experience of his or her professional career. Likewise, because academic tenure carries with it the expectation of continuous appointment to the faculty, the decision is equally important for UH Hilo and your colleagues. Much the same can be said for the academic promotion process.

To provide all evaluators with adequate time to consider your application, the University has established the deadline date shown on the Calendar of Personnel Actions by which you must have completed and submitted

your application to the chair of your DPC. This calendar is provided to all faculty at the beginning of the academic year and are posted on the Vice Chancellor for Academic Affairs website.

Because the quality of the permanent faculty is the University's most important resource, the personnel review process is essentially conservative. Both faculty and administration evaluators will be asking the question, **"Has the applicant presented a clear and convincing case (in the application form and supporting attachments) for tenure and/or promotion?"** The answer must be "yes" if positive recommendations are to be made. These instructions have been written to assist you in the preparation of your application. Faculty who intend to apply for tenure and/or promotion in future years are strongly urged to make regular efforts to compile documentation of achievements, continuing professional growth, and contributions to the university.

Your application is the means by which you inform those involved in the review process of your achievements and ability. Therefore, your application should contain as much objective evidence as possible. The reviewers of your application are required to make their own assessment of your record, and specific factual information is more useful than general statements. In preparing your application dossier, select evidence that bears directly on your job description, unit guidelines, and professional expertise. Evidence of impact, including assessment data related to your activities, will be essential to the reviewers as they consider your professional activities and service. If you decide to include letters of support, it is wise to select those that evaluate specific contributions or achievements, rather than those which simply express the opinion that you are deserving. The contract renewal application and supporting materials are the means by which your case for contract renewal is judged. Your application should therefore contain as much objective evidence as possible. ***It is incumbent upon the applicant to present a convincing case.*** Remember who will be reading the application, and make it readable, concise, easy to follow and sufficient in terms of depth, scope and accuracy. It is strongly recommended that you place your job description, amendments to the job description, any approved unit guidelines, or other documents indicating your professional responsibilities in your application document. You may wish to have senior members of your unit review your application before submittal.

THE APPLICATION FORM: SPECIFIC INSTRUCTIONS

The section breaks in this document control pagination and headers. Do not delete the section breaks. To add your name to the top of each page, select /View/Header and Footer on the Microsoft Word menus, then double click on the soft gray "Applicant Name". Type in your own name and then close the header/footer pop-up window.

Include a table of contents at the very beginning of the dossier.

Parts I-II of the form are self-explanatory.

Your curriculum vitae and if you wish to include them, your formal job description and any approved unit guidelines comprise Part III. Paginate the vitae and job description, and indicate on the form the last page of these documents. This is for your protection in case of loss of pages. The vitae must clearly indicate the following:

- All academic degrees at baccalaureate and graduate levels (include degree, subject, institution, and date awarded).
- Foreign or Other Degrees and Professional Licenses (if applicable; include degree, subject, institution, and date awarded).
- Graduate credits, post-doctoral work, and so forth since last degree (if applicable; include institution, dates, subject, and credits).

- Prior Experience (list with dates, in reverse chronological order, beginning with your affiliation with the last institution or organization before coming to UH Hilo).
- Major areas of responsibility in your UH Hilo position
- Major professional development accomplishments, such as conference presentations, workshop leadership, etc.
- Major university, professional, and community service activities.

Part IV is where you describe the specific achievements and abilities on which you base your application.

To provide you with the greatest flexibility to describe your situation, Part IV requests that you prepare two STATEMENTS regarding your work. As shown on page 4.2, the first is a statement of your endeavors. In the statement of endeavors, you should provide information which would enable the reviewers to analyze separately the quality and impact of your professional activities, professional development activities and service during your years at UH Hilo. An optional fourth category (Other) is provided in case some of your efforts and achievements do not fit neatly into the designations of "professional activities, professional development, and service."

The second statement is one describing your plans for the future as a member of the faculty at UH Hilo. This statement should contain an extrapolation of your current activities and a realistic prediction of your future plans and activities. You might include, for example, plans for future program development, innovative ways to serve clients, your plans for future training, research and/or scholarly and/or creative activity plans, your plans to help your department or division meet the UH Hilo mission and long-range goals and your long-range career aspirations.

For your own protection, be sure that every page of material you add has a page number, starting with 4.2 and proceeding sequentially. To guard against the loss of any material, enter the number of the last page submitted in the appropriate space on page 4.1 of the application.

SUPPORTING MATERIALS

Materials that support your application should be included as supplements to your dossier. These materials should be referenced in the Table of Contents as Appendices with the application form itself containing only summaries. For instance, your application might contain a summary in the form of a table of the results of student evaluations while the actual evaluation forms and computer printouts remain either in an appendix. Similarly, your application might contain a bibliography (or list of art exhibitions or dramatic performances) while the actual articles or programs are in an appendix. The completed dossier without separate appendices should fit comfortably into a two-inch three-ring binder. The documents included in the appendices should be chosen carefully for objective and cogent information, and redundancy should be avoided. The candidate should draw reviewers' attention to specific documents when they support statements of endeavors and future plans.

UNSOLICITED MATERIAL

In general, the dossier will contain only material supplied by the candidate and recommendations from each level of review. Prior to the first step in the review process (review by the DPC), unsolicited material might be sent to Division/Department Chairs or administrators. These will be accepted for inclusion in the dossier only after the candidate has had the opportunity to review and respond to the material. Unsolicited materials accepted by the DPC will be listed by the Chair of the DPC in Section V Part A of the dossier, and the Chair

will provide the candidate the opportunity to see the material and to respond to it within no less than five business days. Responses if any will be placed along with the material in an appendix of the dossier.

Once the DPC has begun its review, no unsolicited material will be included in the dossier. This applies to unsolicited letters from Department Chairs or Departments. It does not apply to solicited external reviewers' comments including those agreed upon by the applicant.

For purposes of interpreting this provision, the DPC will be considered to have begun its review upon the convening of its first formal meeting to consider dossiers.

FURTHER ADVICE ON DOSSIER PREPARATION

PROFESSIONAL ACTIVITIES

You must have documented evidence of *your effectiveness* in carrying out the tasks associated with your specific role at UH Hilo as defined by your job description. In addition, it is recommended that you report and discuss trends in your effectiveness over time. Commonly used forms of evidence include: program development description, results of assessment activities, evidence of the innovative use of instructional technology, websites and other methods of advertising services, workshop materials, course syllabi, examples of students work, graphs or tables of quantitative results which show the impact of your activities, copies and discussion of the qualitative (narrative) portion of client evaluations, and letters from your peers with whom you have worked. Special recognition by awards or citations for excellence in your area of responsibility should be noted.

PROFESSIONAL DEVELOPMENT

A continuing commitment to remaining current as to the best practices in your field and to contributing to your profession is an important measure of the UH Hilo faculty specialist. The breadth with which this requirement has been interpreted at UH Hilo reflects an institutional belief that professional vitality may take many forms. Evidence of finished products and of ongoing activities may be considered. While traditional kinds of scholarly/research activities are encouraged, many faculty specialists attain enhanced professional knowledge and expertise through workshops, advanced degrees, and/or activity with professional associations. Description of your activities might include brief statements about each project on which you are working or have worked, the nature of external or intramural support, and names of collaborators. For published work, use the citation format standard to the discipline. For each item, give a complete citation and, where there are multiple authors, list the authors in the order in which they appear in the article and comment on the extent of your role in the project. Peer reviewed published research should be so identified.

Reprints, announcements, programs, power point presentations, etc., should be included in the supplementary materials or available upon request of reviewers.

Other forms of evidence of your contributions to the profession include honors (such as fellowships, visiting lectureships and invitations to organize or participate in symposia, conferences or workshops), invitations to be a professional referee, judge or reviewer, election to honorary societies and editorial boards and special awards or prizes.

Please include detailed descriptions of your current activities and the manner in which they maintain currency in the profession. If they are expected to produce a definite result, you might wish to estimate when the final outcome will be achieved and what form it might take.

SERVICE

The third role expected of UH Hilo faculty specialists is that of resource to the University, the community and the profession. Such service should either be in one of your areas of academic training or expertise or should be directly related to your position as a specialist, but *beyond the scope of the job for which you have been hired*. To qualify as service, your activities must be substantially uncompensated. It is permissible to accept honoraria for service activities.

Notable examples of service would include, but are not restricted to: (1) effective and imaginative participation in university governance; in the formulation of department, division and college policies, and in physical planning, (2) uncompensated service to the community, state, national and/or international agencies in your capacity as a specialist, (3) contributions to student welfare through service on student-faculty committees and as advisor to student organizations, (4) uncompensated service as a consultant to government, educational institutions, industry, or professional societies beyond that considered under scholarly activities, etc.

Some reviewers find that a list of service contributions, in reverse chronological order by year or semester is very helpful in evaluating the level of contribution. Other reviewers find that short statements of the nature, amount, quality and outcome of the service best describe service contributions. Supporting documents in the appendices are helpful if they include written assessments by qualified colleagues, supervisors, and others. In cases where the service results in a product (such as a report or a new policy), a copy of the product and a description of your contribution can be helpful.

COLLEAGUES' COMMENTS

Candidates are strongly encouraged to request letters from their senior colleagues, other members of their unit, or the university community who have been clients of your professional services. These letters should include a statement about the University's continued need for your expertise and service and your contributions to the functioning of the University. For candidates who are not in academic departments, letters indicating continued need and contributions to the University should be sought from supervisors and/or senior colleagues.

The candidate should place these letters in Appendix C: Comments from the Department or Unit.

SOME FINAL SUGGESTIONS

1. Allow yourself enough time to do a complete, accurate job of preparing the application.
2. Remember who will be reading the application. Make it readable, concise, easy to follow and sufficient in terms of depth, scope, and accuracy.
3. Do not hesitate to ask questions of the tenured specialists in the Division of Student Affairs.

APPENDIX A – CONTRACT RENEWAL, TENURE, AND PROMOTION FORMS FOR FACULTY SPECIALISTS