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1.0 Purpose of this Document

The purpose of this document is to state the understandings, policies, and procedures that regularly inform the Faculty’s self-governance and its governance of the academic life of Pacific School of Religion. It sets forth in an orderly manner the policy statements adopted by the Board of Trustees, the Faculty and Administration pertaining to the internal operations and procedures of the Faculty.

The Faculty Manual describes how the Faculty implements the statement of purpose of the School and the PSR By-Laws. The Manual provides an orientation for new and prospective members.

This Manual is to be reviewed periodically by the Faculty (at least once every ten years); it is always subject to revision, but revision must be approved by the Board of Trustees. The Manual reflects a collegial decision making process and, at the same time, points to our mutual accountability.

The Manual exists in order to strengthen the environment in which we work. It assists us in our collegial, consultative, and evaluative process to the end that we might foster intellectual rigor and support for persons in the context of Christian community.

1.1 Academic Freedom

Central to the vocation of the theological school and to its faculty and students is inquiry into truth understood as a communal and individual undertaking. Faculty members should be free to teach, carry on research, and publish, subject to adequate performance of their academic duties as agreed upon within the school. Teachers should have the freedom in the classroom to discuss the subjects in which they have academic competence without harassment or limitation. Faculty should be free to express and act upon their conscientious convictions as individual citizens, although they should recognize that they may be seen as representatives of the institution.

Faculty members should take care not to violate the academic freedom of other faculty members.
When violations of academic freedom are believed to have occurred, the matter shall be addressed through the grievance procedures provided in 1.6.

1.2 Graduate Theological Union

Pacific School of Religion understands itself to be involved in the life and work of the Graduate Theological Union, as the GTU coordinates the activities of member seminaries and as it conducts programs leading toward academic doctoral and master of arts degrees. The PSR Faculty supports the work of the GTU through membership on the doctoral faculty, teaching, advising, committee work, research, and participation in the GTU academic ventures.

1.3 Diversity

Diversity of background and opinion in the PSR community enhances both teaching and scholarship. PSR seeks to have a faculty that reflects the inclusive nature of the people of God as well as the worldwide ecumenical nature of the Christian community. The search process will be managed so as to consider qualified applicants for faculty appointment who may enrich the diversity of the faculty in all respects. Where there is already a faculty member in the field, PSR will actively seek candidates educated in other institutions and by faculty with differing professional orientations. PSR normally will not consider for appointment any current doctoral advisee of a PSR faculty member.

1.4 Non-Discrimination

Pacific School of Religion affirms its commitment to equality of opportunity for all individuals. This commitment requires that no discrimination shall occur regarding admission or access to, or treatment or employment in, any program or activity in the seminary on the basis of age, race, color, national or ethnic origin, ancestry, citizenship, sex, gender, gender identity, sexual orientation, disability, medical condition, religion, or marital status. PSR prohibits and will not tolerate discrimination, including harassment, intimidation, and violence, on the basis of age, race, color, national or ethnic origin, ancestry, citizenship, sex, gender, gender identity, sexual orientation, disability, medical condition, religion, marital status, or any other characteristic protected by applicable law in the administration of PSR's programs and activities. This policy is in accordance with Title VI of the Civil Rights Act of 1964, Title IX of the Education Amendments of 1972, Section 504 of the Rehabilitation Act of 1973, and the Age Discrimination Act of 1975. (See Supplement to Faculty Manual.)

1.5 Social Justice and Witness
Pacific School of Religion seeks to achieve social justice throughout its life and work. PSR faculty members commit themselves, in their teaching, to the pursuit of sensitivity to and understanding of persons of diversity in age, race, color, national or ethnic origin, ancestry, citizenship, sex, gender, gender identity, sexual orientation, religion, class, marital status, or disabilities. They commit themselves, in their scholarship, to listen to voices and perspectives not easily heard, and to incorporate these perspectives, where appropriate, in their publications. They commit themselves, in their service to the school, to search out and support arrangements which promote social justice.

1.6 Faculty Grievance Procedures

Should a faculty member have a grievance against the School which is not resolved to his or her satisfaction through person to person discussion, the faculty member should seek mediation through the Human Resources Office in accordance with established grievance procedures of the School. Conflict Resolution and Grievance Policies and procedures can be found in the Supplement to the Faculty Handbook.

2.0 Faculty and Academic Governance

The academic governance of Pacific School of Religion is supported by the work of committees subject to the specific conditions specified in this Faculty Manual and the duly established prerogatives of the President and the Board of Trustees. Subject to proper revision these committees are composed of faculty and selected staff and students.

2.1 The Faculty

The Faculty is normally composed of all ranked faculty (see Section 3.1.1). The Faculty is responsible for decisions on student academic matters and faculty personnel issues, and finally for curricular decisions, pursuant to which it:

a. Receives reports and acts on recommendations concerning the academic status of students, including matters such as student progress, evaluation, and graduation;

b. Receives reports and acts on recommendations, including those from the Human Resources Office, concerning all faculty personnel matters, such as faculty positions, appointments, development, promotions, and tenure;

c. Receives reports and acts on recommendations concerning the degrees, degree requirements and curricula of the school;
d. Initiates any action necessary to fulfill its duties, responsibilities, and governance in assuring the success of the academic programs of the school.

All ranked faculty have voice and vote, except in cases of tenure and promotion. (See section 5.2 for details.)

Reports and recommendations may come to the Faculty from the President, the Office of the Dean, the Standing Academic Committees, and ad hoc committees and task forces.

2.2 Standing Academic Committees

The Dean and the Faculty are responsible for establishing such standing academic committees as are necessary for the academic governance of the School. The responsibilities of the standing committees are determined by the Dean and Faculty. Except where elections are required, as in the case of the Faculty Development Committee, the faculty members of the standing committees and their chairpersons are appointed by the Dean in consultation with the Faculty Development Committee. Normally, faculty and staff members are appointed by the Dean in May with terms commencing at the beginning of the following academic year (committees are usually not active during the summer). Student members of standing committees are chosen by the faculty and staff members of the committees in conversation with CAPSR. Actions of standing committees that are composed of faculty and students or faculty, students and staff as voting members require the approval of a simple majority of the faculty members. The Dean is an ex officio member without vote on all standing committees.

3.0 Faculty Structure

3.1 Definition and Types of Faculty

The Faculty of the Pacific School of Religion includes all persons who are appointed to teach one or more courses in the School. Faculty are ranked and unranked. Ranked faculty are tenure/tenure track or contract faculty. Unranked faculty are Adjunct Faculty and Visiting Professors or Visiting Scholars. All faculty, except those who are visiting, may hold combined faculty and administrative staff assignments.

3.1.1 The Ranked Faculty

There are two types of ranked faculty: regular ranked faculty and contract ranked faculty.
Regular ranked faculty are full-time employees who hold tenured or tenure track positions. Contract ranked faculty may be full-time or part-time, but they are appointed for a specific (usually renewable) period of time, normally three to five years, and are neither tenure nor tenure-track. Unless circumscribed by the terms of their particular appointment (e.g., Lecturers and Senior Lecturers), all contract ranked faculty members share in all ongoing responsibilities and benefits of faculty life (e.g., course planning, teaching loads, advising, participation on committees, sabbatical eligibility, promotion in rank, and professional development support).

The ranked members of the faculty, both regular and contract, constitute the Faculty (see Section 2.1) and are entitled to participate and vote in meetings of the Faculty. (Exceptions to voting privileges are outlined in sections pertaining to tenure review and promotions.)

Most ranked faculty, regular and contract, are appointed to one of the six academic ranks: Instructor, Lecturer, Senior Lecturer, Assistant Professor, Associate Professor, or Professor, who meet or exceed the standards for these academic ranks (described in Section, 3.1.2) as measured by the evaluative criteria specified in Section 5.1 (lecturers and senior lecturers are mainly measured by the standards specified in Sections 5.1.1.1 and 5.1.1.2). With the exception of Lecturers and Senior Lecturers and unless specified otherwise by contractual agreement, ranked faculty are normally eligible for promotion through the ranks of Instructor, Assistant Professor, Associate Professor, and Professor, provided that the faculty person is deemed to have followed the review procedures and met the rank criteria set forth in Sections 3.1.2 and 5.0.

3.1.2. Faculty Ranks

The six academic ranks and their minimum qualifications, amplified further in Section 5.1, are as follows:

3.1.2.1 Instructor

Possession of a master's degree from a graduate institution of recognized standing or accomplishments that are considered equivalent.

Normally, evidence of substantial progress toward an academic doctorate or terminal professional degree (e.g., completion of all requirements except the dissertation).

Either proven or presumptive potential for satisfactorily fulfilling the duties and responsibilities of a faculty member at a graduate theological school.
3.1.2.2 Lecturer and Senior Lecturer

Possession of an appropriate earned academic doctorate from a graduate institution of recognized standing or accomplishments that are considered equivalent.

Proven excellence in teaching, as set forth in Sections 5.1.1.1 and 5.1.1.2.

Lecturer and Senior Lecturer have part-time teaching contracts, with annual review conversations with the President and Dean, for three and five years, respectively. These are non-benefited regular, part-time contract positions, based on school need and available school finances; sabbatical leaves and travel funds are generally not available for these positions.

Lecturer and Senior Lecturer normally teach one or two courses per year in consultation with and with agreement of the Dean during the length of their contract. They are expected to attend faculty meetings with voice and vote (except voice only for tenure and promotion decisions) but do not usually have any other committee responsibilities. They will also carry an appropriately small number of advisees, as negotiated with the Dean.

For Lecturer, contract renewal is possible after third year review; after two terms as Lecturer, application and review for designation as Senior Lecturer is possible, but not required. For Appointment and Review, see Sections 7.2.7 and 5.2.1.1.

3.1.2.3 Assistant Professor

Possession of an appropriate earned academic doctorate from a graduate institution of recognized standing or accomplishments that are considered to be equivalent.

Either proven or presumptive potential for satisfactorily fulfilling the duties and responsibilities of a faculty member at a graduate theological school.

Either proven or presumptive scholarship in the subject matter field and competence in instruction.

3.1.2.4 Associate Professor

Possession of an appropriate earned academic doctorate from a graduate institution of recognized standing or accomplishments that are considered equivalent. Ordinarily, a minimum of six years of full-time, ranked teaching in an accredited college, university, or theological school, and
a. Evidence of teaching effectiveness;
b. Evidence of sustained and significant scholarly productivity;
c. Evidence of significant service to PSR and GTU; church and community, and academy.

3.1.2.5 Professor

Possession of an appropriate earned academic doctorate from a graduate institution of recognized standing or accomplishments that are considered equivalent.

Normally a minimum of twelve years of full-time ranked teaching in an accredited college, university, or theological school, and

a. Evidence of teaching effectiveness;
b. Evidence of sustained scholarly productivity that significantly advances the field;
c. Evidence of significant service to PSR and GTU; church and community, and academy.

3.1.3 Faculty Emeritus/a

Professors or Associate Professors who have terminated their responsibilities as faculty members for valid reasons (e.g., retirement, illness) after having provided distinguished service to the School may be given the title Emeritus or Emerita Professor or Associate Professor. The criteria for determining distinguished service are to be those used to assess faculty performance and development (see Section 5).

A person retiring from the rank of Associate Professor or Professor, who has demonstrated excellence in the areas listed in Section 3.1.2.3 and 3.1.2.4, is eligible for designation as Associate Professor Emeritus/a or Professor Emeritus/a. A Professor Emeritus/a may be so designated and appointed by the Board of Trustees upon the recommendation of the Faculty Development Committee, Faculty, Dean, and President.

No compensation accrues by virtue of this rank unless, by mutual agreement between the Dean and the individual, a part-time contract to teach or fulfill other duties is offered. In such cases, supplementary benefits, if any, will be set forth in the contract. Those awarded this rank are granted emeriti office space and may apply annually for funding for designated research and writing projects, as funds are available.
Emeriti office space is limited; so emeriti faculty must request that the Dean assign them a carrel or other space for their scholarly use in retirement. Available spaces are assigned on a first come/first serve basis and will remain assigned to that emeritus/a faculty member as long as the space is being actively used. However, emeriti/ae faculty who have not actively used their office space for at least a two year period will be asked to vacate their space so that it can be given to another emeritus/a faculty member who intends to use it actively. Office space is not intended to serve simply as long-term storage space but instead as a place of active work, study, and writing.

3.1.4 The Unranked Faculty

Unranked faculty members or other instructional personnel are usually part-time employees of the School who have been temporarily assigned a title such as the following: Adjunct Faculty, Visiting Professor, or Visiting Scholar. Such a person:

a. Usually has less than a full-time teaching load;
b. Usually has no faculty duties and responsibilities, other than those listed below;
c. Is selected in the manner set forth in Sections 7.3 and 7.4.

3.1.4.1 Adjunct Faculty

Adjunct Faculty are persons who are hired on a course by course basis to teach in PSR’s degree or certificate programs (but not courses for solely Continued Education Units [CEU] purposes). In general, Adjunct Faculty must hold a terminal degree beyond the degree of the students they will be teaching in proposed classes; usually this means Adjunct Faculty must have earned academic doctorates. On occasion, special and publicly acknowledged expertise in a particular area can substitute for an earned academic doctorate. The category of Adjunct Faculty normally includes those who teach individual courses on or off campus, mentors in the field education program, and leaders in preaching practica. The position of Adjunct Faculty is an at-will, non-benefited position and does not lead to or count toward tenure.

Adjunct Faculty are nominated by ranked faculty through the Dean, or by the Dean, and are approved by the Faculty. Nominated and approved Adjunct Faculty are, in accordance with PSR By-Laws Article XIII, appointed by the President.

Adjunct Faculty have the same freedom and responsibility in the management of courses as full-time faculty members, and are expected to be available for a reasonable amount of time to provide academic counseling for their students.

3.1.4.2 Visiting Professor or Visiting Scholar
Visiting Professor is the title assigned to persons who are temporarily located at PSR to teach one or more courses for a semester or academic year connected with a field of expertise. Visiting Scholar is the title assigned to a person who is temporarily located at PSR to do research but normally not to teach. Normally, such persons hold or have held professorial rank (Assistant Professor, Associate Professor, Professor) at another institution of higher education or have accomplishments that are considered equivalent. These positions do not lead to or count toward tenure or lead to promotion to the regular academic ranks.

Visiting Professors or Scholars are nominated by the Dean or the President and approved by the Faculty Development Committee, consistent with the academic standards of the School. Visiting Professors and their course offering(s) at PSR will need approval by the Faculty. Nominated and approved Visiting Professors or Scholars are, in accordance with PSR by-laws, appointed by the President.

Visiting Professors have the same freedom and responsibility in the management of their courses as ranked faculty members, and are expected to be available for a reasonable amount of time to provide advising for their students.

4.0 Faculty Development

4.1 Faculty Sabbatical and Leave Program

The purpose of the faculty leave program (sabbatical) is to provide faculty members with opportunities to engage in sustained study that will:

a. Deepen their knowledge of recent developments in their field which will enhance both scholarship and teaching;

b. Enable them to conduct research and prepare publications that contribute to the advancement of their field of scholarship.

The faculty leave program is an expression of the School's conviction that a regular leave for study is essential to the personal and professional growth of the faculty member and to the educational goals of the School. The Faculty, on its part, recognizes that a leave is for the purposes indicated, and does not automatically accrue to the faculty member solely by reason of time served.

Upon occasion, the President and Dean may negotiate a leave outside of the regular sabbatical schedule for faculty as compensation for special, usually administrative, work
for the school. These “reading” leaves will in general not count against the faculty member’s regularly scheduled sabbatical leaves. Leaves of this kind are completely at the discretion of the President and Dean and intended to be used sparingly as compensation for occasional major school requirements (e.g., accreditation liaison officer, etc).

4.1.1 Definition, Eligibility, Conditions, and Frequency of Leave

4.1.1.1 Two Semester Leave

A sabbatical leave for two consecutive semesters, excuses the eligible (i.e., full-time and ranked) faculty member of all institutional responsibilities except in some cases doctoral dissertation advisement. Eligibility for a sabbatical is determined by time served and outside funding sought. A faculty member may apply for a two-semester sabbatical leave during her/his sixth year of service (including, if negotiated at the time of appointment, service at another institution), to be taken during the seventh year. Thus, normally a sabbatical leave occurs in the seventh, fourteenth, etc., year of service. Adjustments in this calendar may be made for the convenience of the School or the faculty member, particularly in order to balance leaves for curricular purposes. The submission of a grant application for outside funding, whether or not the grant is received, is also a condition of eligibility for a sabbatical leave.

4.1.1.2 One Semester Leave

A sabbatical leave for one semester, excuses the eligible (i.e., full-time and ranked) faculty member of all institutional responsibilities except in some cases doctoral dissertation advisement. Eligibility for this sabbatical is determined by time served and outside funding sought. A faculty member may apply for a one semester sabbatical leave during her/his third year of service (including, if negotiated at the time of appointment, service at another institution), to be taken during the fourth year. Adjustments in this calendar may be made for the convenience of the School or the faculty member, particularly in order to balance leaves for curricular purposes. The submission of a grant application for outside funding, whether or not the grant is received, is also a condition of eligibility for a sabbatical leave.

4.1.2 Number of Leaves

The School is concerned that faculty leaves be scheduled so as to insure a balanced teaching program. As a guideline, PSR will grant faculty leaves in any academic year to no more than twenty percent of the total faculty FTE. An approved delay in the time that a leave is taken does not delay eligibility for subsequent sabbatical leaves. The Dean monitors the approval and scheduling of faculty leaves.
4.1.3 Financial Support

Eligible (i.e., full-time and ranked) faculty members receive full salary and benefits during sabbatical leaves. External grant funding, if received by a faculty, will be used to help pay for her or his salary and benefits during the time of her or his sabbatical leave.

4.1.4 Policies and Procedures for Leaves

4.1.4.1 Procedures for Sabbatical Leaves

a. Normally sabbatical leaves are granted for research projects that have clearly specified and realistic publication goals. In some instances a sabbatical leave might be granted for a study designed to enable the recipient to develop additional competence in an academic discipline or to convert course materials to distance learning formats or other new formats, consistent with institutional needs and subject to institutional approval. Lecturers and Senior Lecturers are not eligible for consideration for sabbatical leaves;

b. Application for sabbatical leave must be made at least one year in advance. The application shall include the specific purpose for the leave, including the research and publication prospects central to the leave, the location in which it is to be used, and a copy of at least one grant application (draft acceptable) for outside funding;

c. Sabbatical leave proposals must be reviewed and approved by the Faculty Development Committee, the Dean, the President, and the Board of Trustees;

d. Letters from the Dean or President granting sabbatical leaves shall include (1) a statement of the specific research and publication project(s) for which the leave is being granted, and (2) a statement such as the following: "In all cases, applications for future leaves will be evaluated in part in terms of the extent to which faculty members were able to fulfill the research and publication commitments (or clearly comparable projects) which had been the basis of prior leaves."

4.1.4.2 Conditions for Sabbatical Leaves

It is understood that approval of a leave will be given within the context of the needs of the School and the needs of the faculty person in his or her professional development. Such matters as the following will be considered:

a. Courses to be given in the faculty member's field during his/her absence (e.g., through use of Adjunct or Visiting Professors, courses at the GTU, etc.);
b. Provision for meeting obligations to students currently assigned to the faculty member in connection with theses, projects, dissertations, examinations, and academic advising;
c. Assignments to administrative committees on which the faculty member would normally serve if she or he were in residence.

It shall be the responsibility of the Dean to determine whether these conditions can be met.

4.1.5 Obligations of Leave Recipients

The recipients of sabbatical leaves normally incur these obligations:

a. To make every reasonable effort to fulfill the terms of the leave;

b. After a sabbatical leave, to file a report on the results of the leave with the chairperson of the Faculty Development Committee and the Dean at the beginning of the semester following the leave. At the request of the committee or the Dean, such reports may also be made orally to a group of interested faculty and students. Leave reports will be reviewed by a Faculty Development Committee member and the Dean.

4.1.6 Additional Information

A faculty leave will normally not be granted to subsidize any form of work on advanced degrees in a faculty member's primary field or for work that is not directly related to the faculty member's teaching function at the School.

Time on leave counts toward promotion in rank and/or tenure, unless the faculty member and PSR agree in writing to waive this provision at the time the leave is granted.

4.1.6.1 Leave of Absence

A Leave of Absence is absence from the School for purposes other than those of a sabbatical leave, such as research, study, teaching in another institution, or other service to the community or the Church. The President, after consultation with the Dean, may grant a leave of absence of up to one full year to faculty of any rank, but such leave does not count as service to the school for the purpose of promotion in rank or advancement to tenure.
Requests for a leave of absence must be made to the Dean and the Faculty Development Committee in writing at least one year in advance. Applications for such leave shall state the specific reasons for the request and must be approved by the President and the Board of Trustees upon the recommendation of the Dean and the Faculty Development Committee.

Faculty members on leaves of absence are not normally eligible for salary and benefits paid by PSR. Such leaves shall not ordinarily be granted for longer than one year, but exceptions can be made by the President in conversation with the Dean.

A written report shall be submitted to the Dean’s office within two months of the faculty member’s return to PSR. This will be sent to the Faculty Development Committee and to the President.

4.2 Professional Meeting Expense Fund

All regular full-time and ranked faculty members are granted the same annual amount to attend professional meetings (see 4.4.1 for exceptions). Lecturers and Senior Lecturers are normally not eligible for these grants.

Receipts for expenditures related to this travel are to be submitted to the Dean who will approve the expenditures and submit them to the Business Office for payment.

4.3 Professional Development Fund

A faculty member who receives an outside grant (e.g., in support of sabbatical research) may keep 10% of the amount the grant saves the School to be used for his/her professional development (e.g., for travel, equipment, etc.). This personal fund, held by the institution, can be drawn upon at the discretion of the faculty member.

4.4 Retirement Transition Support

4.4.1 Three-Year Transition to Retirement

In accordance with federal law, there is no expected retirement age for faculty at PSR. Depending upon the needs and financial situation of the School, PSR may support tenured faculty members who are ready for retirement to transition over a three-year period into a professionally productive full-time retirement. During this period of professional transition a faculty member teaches half-time, serves on thesis and dissertation committees, and receives full benefits and support for travel to professional
meetings, but is excused from mandatory administrative committee assignments and regular student advisement.

A tenured faculty member who elects to enter the three year professional transition process, with the permission of the President and Dean, during the academic year after which she or he becomes 62 years of age is paid 55% of his/her last full time salary annually during the three year period, after which full retirement begins.

A tenured faculty member who elects to enter the three year transition process, with the permission of the President and Dean, during the academic year after which she or he becomes 64 years of age is paid 50% of his or her last full time salary annually for the three year period, after which full retirement begins.

A tenured faculty member who elects to enter the three year transition process, with the permission of the President and Dean, during the academic year after which she or he becomes 67 years of age is paid 45% of his or her last full time salary annually for the three year period, after which full retirement begins.

A tenured faculty member who elects to enter the three year transition process with the permission of the President and Dean, during the academic year after which she or he becomes 68 years of age, or at any subsequent point, is paid 40% of his or her last full time salary annually for the three year period, after which full retirement begins.

4.4.2 Distinguished Senior Professor

The Dean or a member of the Faculty Development Committee may nominate a faculty member entering the professional transition to retirement, whose professional achievements are exceptional, to be named a Distinguished Senior Professor. With the approval of the Faculty Development Committee, the Faculty, and the President, this designation is granted, and carries with it both the title and a professional support grant of $1,000 per year for three years (any annual balance of which may be carried forward during but not beyond the three years).

4.4.3 Death Benefits

It is the policy of the School to provide assistance to family dependents of faculty members on the occasion of the death of a faculty member.

a. Life insurance carried by the School;
b. In the case of the death of a faculty member having a housing loan, the loan will remain in force for 24 months before it will have to be repaid, as long as the
surviving spouse continues to make payments on the original loan, and the same remains unmarried or is not in a subsequent registered domestic relationship.

5.0 Faculty Evaluation

Pacific School of Religion is committed to high standards of faculty achievement. These standards require that reviews of Regular Faculty be conducted with rigor and that the School engage in ongoing assessment of faculty performance. Faculty evaluations include reviews for pre-tenure retention, promotion, tenure, and periodic post-tenure reviews, and annual reviews of all faculty. The annual reviews are normally conducted in the fall by the President and the Dean. The Dean may also meet each semester with new, junior faculty members in order to assist in their development as teachers, scholars, and participants in academic community.

Formal reviews of non-tenured faculty (including Contract Faculty for whom becoming a candidate for a tenurable or tenured position is not precluded by the contractual agreement) are normally conducted annually by the Dean and President in the fall.

Annual faculty reviews should cover such concerns as short-range objectives, long-range goals, evaluation of teaching and scholarship, research and publication, participation in the life of the academic community and faith communities, as well as anticipated sabbatical plans.

The annual review may contribute to revisions in position descriptions, adjustments in faculty and/or other changes intended to enhance a faculty member’s professional development and meet the institutional curricular needs. Any significant difficulties that become evident to the Dean and President in this annual conversation, as well as potential changes in position descriptions, are to be brought as appropriate to the attention of the Faculty Development Committee. Changes in position descriptions, including change of faculty title, will require the endorsement of the Faculty Development Committee and the approval of the Faculty by simple majority vote. The President may reassign a faculty member to another teaching field as needed in consultation with the faculty member and with the approval of the Dean, the Faculty Development Committee, and the Faculty. All such changes require a full vetting of the faculty member’s teaching record, publications, and references.

Formal reviews of faculty for promotion and/or tenure (including new appointments with tenure) are conducted by the Dean and the Faculty Development Committee, on the basis of which a recommendation is made to the Faculty. Eligibility and processes for these formal reviews are detailed in Section 5.2.
Formal reviews of tenured faculty are conducted by the Dean and Faculty Development Committee on a regular basis, no less than every five years, and for members of the GTU Core Doctoral Faculty concurrent with their GTU review. PSR will rely on the GTU for reviewing scholarly contributions and instead will focus on the areas of accountability to PSR including teaching, service, and academic agenda.

PSR recognizes that an individual faculty member’s potential contribution is likely to be greater in some of the areas of responsibility than others, and that no one can be fully engaged in each of the areas simultaneously. While a significant individual contribution is expected in each area of evaluation, the quality of the PSR faculty as a whole is a product of the complementary nature of the distinctive achievements of its individual members. For this reason, individual faculty members are expected to work with the Dean and the President to determine how best to meet the institution’s expectations, both in light of that individual’s strengths and the need for overall faculty achievement.

5.1 Criteria for Faculty Evaluation

5.1.1 Teaching

Excellence in teaching is one of the most important attributes of a faculty member. The normal full-time teaching load required for each faculty member includes an average of 12 credit hours per year, student advisement, chairing or serving on thesis and dissertation committees, and other non-degree educational initiatives by PSR.

5.1.1.1 Criteria for Evaluating Teaching

Criteria for evaluating teaching effectiveness should include, but not necessarily be limited to, the following:

a. Command of one's discipline;
b. Ability to utilize effective teaching methods and strategies;
c. Ability to plan and execute a substantive, well-organized course;
d. Effective cooperation with colleagues in curricular planning;
e. Ability to relate one’s subject matter to other areas, especially in team taught and interdisciplinary courses;
f. Skill in communicating with students;
g. Careful evaluation of student learning in accordance with established grading practices;
h. Effective advisement of students on academic and formational matters.
5.1.1.2 Evidence in the Evaluation of Teaching

Demonstration of teaching effectiveness should include, but not necessarily be limited to, the following evidence:

a. Self evaluation;

b. Peer evaluations of teaching;

c. Student evaluations;

d. General enrollment and other teaching load factors;

e. Peer review of course syllabi made by faculty and duly assigned review committee.

5.1.2 Scholarship

Effective teaching generally necessitates active involvement in the intellectual and scholarly developments of a discipline. Because what is considered appropriate research may vary from discipline to discipline, research and publications should be peer-reviewed for an assessment of their quality.

The quantity or level of scholarly productivity expected for faculty is dependent on rank. In order to hold the rank of Assistant Professor a faculty member is expected to have completed and successfully defended a doctoral dissertation and to have under consideration an ongoing agenda for scholarly research. In order to hold the rank of Associate Professor a faculty member is expected to have published, or have accepted for publication, at least one substantive and reviewed book (not including any self-published dissertation or other works) that is judged by peers to have made a significant contribution to the advancement of his or her field, and to have a clear agenda for future scholarship. Seven or eight substantive articles or essays in juried (edited, peer-reviewed) publications may be deemed equivalent to one book. A published edited volume counts as three to four articles. Book reviews and short encyclopedia articles are considered in the area of professional contributions, not in the area of faculty scholarship. In order to hold the rank of Professor a faculty member is expected to have published after promotion to the rank of Associate Professor one additional and substantive book (with article or essay equivalents as noted above), and at least four other articles or essays (juried, edited, and peer-reviewed). The book and articles should be judged by peers to have made a significant contribution to the advancement of his or her field, and the faculty should have a clear agenda for continuing scholarship.

5.1.2.1 Criteria for Evaluating Scholarship
Criteria for evaluating scholarly activity may include, but not necessarily be limited to, the following:

a. Scholarly productivity demonstrated by publications or materials accepted for publication;
b. Application or nomination for research grants and projects;
c. Presentation of research findings at academic and professional meetings.

5.1.2.2 Evidence in the Evaluation of Scholarship

Demonstration of excellence in scholarship should include, but not necessarily be limited to, the following types of evidence:

a. Self-report of activities at annual conversation with Dean and President;
b. Requested evaluations by peers in the field at the time of review;
c. The requisite quantity and quality of scholarly publications;
d. Evaluations of one’s scholarship appearing in the works of others;
e. Award of grants, prizes, or commendations.

5.1.3 Service to the School

An institution such as PSR must necessarily depend upon its faculty for services rendered outside the classroom. Therefore, a faculty member may reasonably be expected to participate in the operational concerns of the institution and the consortium of which it is a member. Service to the School includes serving annually on one or two committees, the Faculty, GTU committees, and occasional task forces, projects, and initiatives as needed. (Responsibilities beyond this load may be compensated by course reductions or, pending budget approval, additional financial compensation.)

5.1.3.1 Criteria for Evaluating Service

Criteria for evaluating service to PSR may include, but not necessarily be limited to, the following:

a. Effective service and participation on all committees, including serving as committee chair;
b. Participation in the development and approval of the various curricula, degree and non-degree, of the institution;
c. Effective exercise of administrative duties and responsibilities, if applicable;
d. Service to church and other faith and activist organizations for the benefit of PSR;
5.1.3.2 Evidence in the Evaluation of Service

Demonstration of service activities should include, but is not necessarily limited to, the following types of evidence:

a. Self-report of activities at annual conversation with President and Dean;

b. Ratings by Dean, Faculty Development Committee and/or peer ratings at time of review.

5.1.4 Contributions to Church and Community

Since the School's mission is to prepare persons for religious and other forms of leadership, modeling such service on the part of the Faculty is understood as a significant contribution to fulfilling the educational goals of the School. Faculty members have forms of expertise that benefit organizations beyond the School. For these reasons faculty are expected to contribute on a regular basis to a religious or other community organization (such as a church or advocacy organization), or regularly to contribute in a particular way (such as writing, lecturing, or consulting) to a variety of such organizations.

5.1.4.1 Criteria in the Evaluation of Contributions to Church and Community

Criteria for evaluating service to the church and community may include, but not necessarily be limited to, the following:

a. Chairing or serving on local and national church or community boards or agencies;

b. Providing instruction for clergy and laity outside of PSR’s degree curriculum;

c. Writing which is primarily for lay readers (periodicals, general encyclopedias, etc.);

d. Being a resource person for community programs;

e. Providing consultation and pastoral services for local churches, clergy, and laypersons;

f. Engaging in community action and service.

5.1.4.2 Evidence in Evaluating Contribution to Church and Community
Demonstration of service to the church and community should include, but not necessarily be limited to, the following types of evidence:

a. Documented, self-report of activities and continuing responsibilities (including programs, bulletins, agendas, etc.) at annual conversation with President and Dean;
b. Peer evaluations at time of review;
c. Evaluations by clergy, church leaders, community leaders and lay persons at time of review.

5.1.5 Service to the Academy

All faculty members have an obligation to maintain a high level of professional competence and to contribute to developments in their fields. Faculty members are expected to support and be active in appropriate professional organizations. Normally this takes the form of membership in and attendance at the annual meetings of professional academies. Assuming leadership positions in such societies, when such opportunities arise, is also encouraged, and will be supported by the School.

5.1.5.1 Criteria for Evaluating Contribution to the Academy

Criteria for evaluating service activities in support of the profession include, but are not necessarily limited to:

a. Participation in professional organizations;
b. Service in an appointed or elected capacity, to local, regional, national, and international professional organizations;
c. Service in the individual's professional area as a consultant or resource person;
d. Editorship or service on the editorial boards of professional journals and publication houses;
e. Book reviews published in professional journals.

5.1.5.2 Evidence in Evaluating Contribution to the Academy

Demonstration of professional activities should include, but is not necessarily limited to, the following types of evidence:

a. Self-report of activities at annual conversation with President and Dean;
b. Evaluation of the Dean or Faculty Development Committee at time of review;
c. Letters of support from disciplinary colleagues, professional association officers, consultant reports;
d. Transcripts of completed academic work;

e. Honors and awards.

5.1.6 Relative Weight of the Areas of Faculty Evaluation

Evaluations for retention, promotion, and tenure will be conducted in relation to the three areas of faculty responsibility listed in Section 3 (and repeated in this Section); namely, teaching, scholarship, and service. Normally teaching and scholarship will be treated equally, and will each be given approximately twice the weight granted to service to school, community, and academy. Lecturers and senior lecturers are mainly measured by the standards specified in Sections 5.1.1.1 and 5.1.1.2.

5.2 Procedures for Retention, Promotion, and Tenure Decisions

5.2.1 Review Procedures for Ranked Non-Tenured Faculty

5.2.1.1 Mid-Track Reviews

At the beginning of the third year of the appointment of a non-tenured faculty member in a tenure track appointment, and at the beginning of the last year of the renewable appointment of a contract faculty member, Lecturer, or Senior Lecturer, the data for the annual review, described in 5.0 will normally be expanded to include:

a. Copies of all published materials;

b. Letters of evaluation from students chosen by the Faculty Development Committee, based on suggestions by the faculty member;

c. Copies of course evaluations and syllabi since the last review;

d. Letters of evaluation from four outside scholars in, or related to, the individual’s field or, in the case of Lecturers and Senior Lecturers, who are familiar with the individual’s teaching expertise; at least two of the four outside referees shall be from outside the GTU. These four outside referees will be chosen from a list of four names submitted by the faculty member and an additional list developed by the Faculty Development Committee and Dean;

e. A personal statement written by the faculty member that shows evidence of self evaluation in the areas of teaching (especially important for Lecturers and Senior Lecturers), scholarship and service and the faculty member’s identification of his/her research trajectory and goals.

At the mid-track point, the purpose of the annual review, stated in 5.0, will also include the development of a recommendation for continuation or non-continuation of employment, or renewal or non-renewal of contract for contract faculty. The process for
making this recommendation shall follow Sections 7.2.6.1 and 7.2.6.2, except that the Faculty Development Committee shall replace the search committee and issues of tenure and Board approval shall not apply.

5.2.2 Procedures for Promotion in Rank and Advancement to Tenure

Criteria for promotion and tenure deliberations are those established in Section 5.1.

Consideration for advancement to tenure and for promotion to the rank of Associate Professor normally occur simultaneously and during the sixth year of a faculty member's service at PSR. Service at another institution or institutions may be contractually credited by PSR and thereby reduce the number of probationary years. If granted, tenure and promotion to the rank of Associate Professor become effective at the beginning of the following fiscal year.

Consideration for promotion to the rank of Professor occurs at any time after the faculty member has served at least five years as an Associate Professor at PSR or elsewhere if contractually credited by PSR (the review takes place in the faculty member’s sixth year as associate.) If granted, promotion to the rank of Professor becomes effective at the beginning of the following fiscal year.

An individual who believes him/herself to be qualified for promotion and/or tenure before completion of the normal time period may petition the Dean for early consideration.

Consideration for advancement to tenure and/or consideration for promotion to Associate Professor or Professor are initiated by the Faculty member and the Faculty Development Committee in consultation with the Dean. The committee's report and recommendation will be based on its members’ judgments of the following data:

a. Copies of all published materials;
b. Current curriculum vitae;
c. Course evaluations and syllabi;
d. A personal statement written by the faculty member that shows evidence of self evaluation in the areas of teaching, scholarship and service, the faculty member’s identification of his/her research trajectory and goals, and how her/his teaching, research/scholarship, and service relate to the mission and vision (including educational values) of the School;
e. Letters of evaluation, as deemed appropriate by the Faculty Development Committee, in consultation with the Dean, from students, and other individuals;
f. Letters of evaluation from six outside referees, selected by the Dean in consultation with the Faculty Development Committee from a list of six scholars
selected by the candidate and an additional list selected by the Faculty Development Committee.

The Faculty Development Committee normally invites one or more tenured faculty members in the same or related field as the non-tenured faculty member to consult in this review process. The committee prepares a report and recommendation based upon its members’ evaluation of these materials and using the criteria for evaluation in Section 5.1. The process for making this recommendation shall follow Sections 7.2.6.1 and 7.2.6.2, except that the Faculty Development Committee shall replace the search committee.

Tenure decisions first require a faculty vote upon receipt of the recommendation of the Faculty Development Committee. Only faculty members who are already holding the rank of the promotion rank in consideration have the right to vote (e.g. only tenured faculty members can vote on a colleague’s promotion to tenure, only Associate Professors and Professors can vote on a colleague’s promotion to Associate Professor). Decisions to grant promotions in rank and/or to grant tenure each require a two-thirds majority vote by eligible faculty who are present at the time of voting; promotions also require approval of the Trustees’ Academic Committee as well as the Board of Trustees.

### 5.2.3 Procedures for Review of Tenured Faculty

The review of each tenured faculty member is initiated by the Faculty Development Committee in consultation with the Dean normally at the time of the GTU Core Doctoral Faculty review. Tenured faculty members who are not part of the GTU’s Core Doctoral Faculty will still be reviewed, normally once every five years.

The review will normally be based on the following data:

- Current curriculum vitae;
- Course evaluations and syllabi;
- Letters of evaluation, as deemed appropriate by the Faculty Development Committee, in consultation with the Dean, from students, and other individuals;
- The individual's self-evaluation based on the criteria in Section 5.1.

The committee prepares a written report based upon these materials and using the criteria for evaluation in Section 5.1. The report is presented to and discussed with the faculty member.

### 5.3 Policies on Tenure
5.3.1 Meaning of Tenure

Institutions of higher education are conducted for the common good, which depends upon the free search for truth and its free exposition by dedicated teachers and scholars. Tenure is a means to that end, protecting faculty members against pressures from inside or outside the academic community that endanger academic freedom.

The probationary period, which precedes the granting of tenure, gives individuals time to demonstrate their ability and gives colleagues time to observe and evaluate them on the basis of their performance. During this period, a faculty member has the same academic freedom as a tenured faculty member, and non-reappointment cannot be based on reasons which violate his/her academic freedom. Termination, dismissal, or suspension of a probationary faculty member can occur only in accordance with the provisions of 5.4.2 of this Faculty Manual.

Conferral of tenure means that a faculty member with the rank of Associate Professor or higher is, after the probationary period, explicitly guaranteed by the Board of Trustees, the continuance of a full-time appointment until retirement or resignation as defined in 4.4 and 5.4 unless a tenured faculty member elects to enter the three-year transition to retirement process as outlined in 4.4.1 or there is proof of adequate cause, prolonged mental or physical illness, financial or enrollment exigency, or changes in the educational program.

5.3.2 Criteria for Tenure

Criteria for tenure shall be those described in Section 5.1.

5.3.3 Eligibility for Tenure Review

Beginning with appointment to the rank of full-time Assistant Professor or a higher rank, the probationary period should not normally exceed seven years, including within this period full-time service in a similar position in any other institutions of higher education.

The probationary period for tenure rights as a member of the faculty at the School may be reduced, if petitioned to be so by the probationary faculty member, provided that such reduction is approved by the Faculty Development Committee, the Dean, and the President.

If, through administrative error, the School fails to provide notice or to proceed in accordance with the applicable time periods, it will make good faith attempts to remedy
the deficiency. Under no circumstances, however, will tenure be granted through default or administrative error.

5.3.4 Procedure for Tenure Review

Procedures to be followed in tenure reviews are those described in Section 5.2.

5.4 Policies and Procedures in Respect to Severance from the School

It may be necessary at some time for the School to sever its relationship with an individual faculty member. In order to protect the interests of both parties, the various types of severance are here defined, and the policies and procedures related to each category are set forth.

5.4.1 Non-reappointment of Untenured Faculty

The term "non-reappointment" means that the School has decided that the appointment of an untenured faculty member will not be renewed at the conclusion of its term. A severance prerogative rests with the School on all untenured appointments to the faculty at the School.

5.4.1.1 Non-reappointment of Faculty Unrelated to Tenure

A decision not to reappoint a faculty member, unrelated to tenure, is made following reviews and recommendations by the Faculty Development Committee, Faculty, the Dean, and the President.

Any untenured faculty member who does not accept the renewal of his or her contract within 30 days after it is sent, effects his or her non-reappointment unless the deadline for acceptance is extended in writing by the Dean.

5.4.1.2 Non-reappointment of Faculty Related to Tenure/Denial of Tenure

The procedures to be followed that may eventuate in the denial of tenure (i.e., the non-reappointment of faculty member related to tenure) are described and referred to in Section 5.2.2.

5.4.1.3 Notification of Non-reappointment
Notice of non-reappointment must be given in writing at least six months prior to the expiration of contracts of three or more years, and three months prior to the expiration of contracts for less than three years.

Since a notice of non-reappointment is not a dismissal for cause, it is not necessary for the School to set forth its reasons in the notice of non-reappointment. Any probationary faculty member, however, may request the reasons for non-reappointment within 30 days after notice of non-reappointment. The faculty member should make this request to the Dean.

5.4.2 Termination and Dismissal

5.4.2.1 Resignation

Any faculty member who is not an at-will employee and wishes to resign should notify the President and the Dean at least six months before the resignation is to be effective.

5.4.2.2 Non-Renewed Contract

If a contract is not renewed at the expiration of its term, the relationship of the faculty member with the School is terminated.

5.4.2.3 Termination before Expiration of Contract and Right of Appeal

Appointments may be terminated before their expiration by the Board of Trustees upon the recommendation of the President, after consultation with the Dean, Faculty and the Academic Committee of the Board, for the following reasons only: moral turpitude; neglect of academic duty; incompetent or inefficient service; physical or mental incapacity.

Any faculty member charged with action justifying dismissal shall be given opportunity for appeal to the Board of Trustees. The Board or the President may refer the matter to the Dean and Faculty for full investigation and report with recommendations to the Board, or the Faculty may make such investigation and report on its own initiative. The Faculty shall establish its own procedures for the conduct of its investigation. Nothing herein shall prevent the Board, or a committee thereof, from making its own investigation and report. If upon review of the investigation report and recommendation, whether submitted by the Faculty or a committee of the Board, the Board determines that there may be good cause for removal, it shall give the party in question written notice of the grounds for such action, and shall provide him/her an opportunity for a full hearing before the Board, or a Board committee designated for that purpose, with the right to confront adverse witnesses, to present evidence, and to be represented by counsel. A stenographic record of such a hearing shall be made and kept by the Secretary of the Board, and shall
be available for inspection by the party in question. Upon completion of the hearing, the Board shall take such action on the matter as it may deem appropriate.

6.0 Faculty Compensation

Pacific School of Religion endeavors to compensate faculty at a level that falls within the top ten percent of all ATS accredited theological schools, and the top three percent of all such institutions that are free standing. Faculty compensation includes salary and benefits.

6.1 Faculty Salary Increases

Annual faculty salary increases normally are set at an across-the-board percentage.

6.2 Faculty Housing Policy

PSR hopes to be able to offer housing assistance and/or residential loan assistance to full-time faculty at the level of Assistant Professor or above. As financial and legal circumstances permit, PSR will provide such assistance in accordance with policies that have been established and approved by the School’s Board of Trustees.

7.0 Faculty Searches and Appointments

7.1 Guidelines for Faculty Recruitment

The Faculty, Administration, and Trustees are committed to regular dialogue among themselves and with students, alumni/ae, denominational representatives, and other members of the Graduate Theological Union about the balance and diversity of faculty strengths and needs at PSR and the GTU. This ongoing assessment process is guided by PSR’s curricular requirements, mission statement, long-range plan, recommendations of accrediting agencies, needs of the GTU, and the School’s commitment to affirmative action. It applies equally to filling vacated positions and to new faculty positions.

7.2 Recruitment of Ranked Faculty

7.2.1 Vacated Faculty Positions

When a faculty position, either tenured/tenure-track or contract, is vacated, the Dean in consultation with the Faculty Development Committee and Faculty, will institute and
conduct a review of that position and, if deemed appropriate and with the agreement of the President, initiate a search process.

7.2.2 New Faculty Positions

All proposals for new tenured/tenure-track positions must be submitted to the Faculty for discussion and action. If the Faculty as a whole approves the consideration of such a proposal, then the Dean will conduct a review of the proposal and recommend an opening to the President, the Trustees’ Academic Committee, and the Executive Committee of the Board of Trustees. If the President and Board approve the opening, the Dean in consultation with the Faculty Development Committee will appoint a search committee and process, as described in 7.2.3 and 7.2.4. Proposals for new contract faculty positions will follow the same procedure but without the need for approval of the opening by the Board of Trustees.

7.2.3 Search Committee

In consultation with the Faculty Development Committee, the Dean will appoint members and a chair of the search committee for any position that has been duly authorized.

The search committee will normally consist of at least one student, two faculty members and a faculty member from a related field in the GTU. The Dean is an ex-officio member of all search committees. The Dean of the GTU will be notified about the position.

7.2.4 Search Process

The search committee will normally be appointed in the spring semester of the academic year prior to the year during which the search will be conducted. The committee will begin the search process according to the following procedures:

a. The search committee chair is responsible for having agendas and minutes prepared for its meetings. All documents and discussions of the committee are to be confidential;

b. The committee will prepare a position description, a sample advertisement, and a calendar for the search and interview process. The position description must include at least (1) a description of basic responsibilities, including teaching, research, advisory and committee work, etc., (2) delineation of necessary background, experience, degrees, etc., (3) rank or range of eligible ranks, and (4) tenure status of the position. The Dean and the Human Resources Director will oversee the process of writing the job description and announcement;

c. After the job description is completed to the committee’s and Dean’s satisfaction, the position description and the sample advertisement will be presented to the
Faculty and President for discussion, review, and approval;

d. The search committee will place advertisements in appropriate publications. In addition, and depending upon the field in question, the committee will seek nominations from Presidents, Deans, departmental chairs, and selected faculty from other schools in the discipline(s) named in the job description, and any other appropriate persons. PSR students, faculty, staff, and relevant GTU faculty will be encouraged to submit names of potential candidates to the search committee;
e. The search committee will provide regular and public reports to the Faculty concerning the search process. Such reporting will respect the confidential character of the committee's work, but may enable those interested to know the number of applications, statistics related to the School’s commitment to affirmative action and diversity, various specializations of applicants, and junior-senior scholar status;
f. As soon as is feasible after the due date for applications, the search committee will establish an initial short list of candidates and inform all those applicants whose credentials will not allow them to be included on the initial short list;
g. The search committee will compile complete application files for applicants on the initial short list, including: (1) curriculum vita; (2) at least three letters of recommendation from persons designated by the applicant; and (3) for junior faculty, official documentation of graduate degrees;
h. The search committee will recommend to the Faculty a list of final candidates, drawn from the short list, to be invited for on-campus interviews. The list may be unraked or ranked. Normally, more than one person will be recommended to be interviewed. Recommendations will be accompanied by the candidates’ curriculum vitae and verbal summaries (without attribution of authorship) of the letters of recommendation;
i. The search committee will be responsible for the interview process, in accordance with Section 7.2.5;
j. Once an appointment has been made, the Dean will inform all of those who applied for the position about the results of the search and the Human Resources Office will keep and maintain an official search file.

7.2.5 Interview Process

Normally, the following procedures will be observed in the interview process:

a. The search committee, in consultation with the Dean, will be responsible for arranging a schedule for each interview. Normally, candidates will visit for no fewer than two days at the School's expense. At a minimum, there will be (1) discussions with the faculty in the same or related subject areas, the President, Dean, master's and (where appropriate) doctoral student forums, selected staff, and appropriate GTU colleagues; (2) a lecture or appropriate public presentation open to all members of the PSR/GTU community; and (3) orientation to the
campus and community. During the interview, the administration will discuss with candidates salary ranges, tenure status, and years credit toward tenure, when relevant;
b. At least one week prior to each interview, the complete application file of the candidate will be made available to members of the Faculty, and a public file, composed of the candidate’s curriculum vitae and selected publications, will be made available to all interested parties;
c. The President, Dean, and search committee chair are the only official spokespersons authorized to communicate with candidates who are invited to campus before and after their interviews. Those interviewed will be kept apprised of their status within the search process in a timely and appropriate fashion. When a decision has been reached not to appoint a person who has interviewed, the Dean will communicate that information to the individual in question;
d. After the interview has been completed, the search committee will request written assessments of the candidate from those involved in the interview process. The search committee will develop a written form that may be used by students, faculty, and staff, and which may be handed out at the conclusion of various events during the interview.

7.2.6 Appointment of Ranked Faculty (Except Lecturers and Senior Lecturers)

7.2.6.1 Search Committee Recommendation to the Dean and Faculty Development Committee

After the approved interviews and in accord with the search calendar, the search committee will, preferably by consensus but if necessary by a simple majority vote, make a recommendation to the Dean for an appointment. The search committee's recommendation will, at a minimum, include:

a. A review of responses solicited from those involved in the interview process;
b. An assessment of all candidates interviewed for the position;
c. An elucidation of the reasons for the proposed appointment; and
d. A proposal with respect to beginning date, rank, tenure, and other matters of relevance.

The search committee’s recommendation may include proposals regarding consideration of other candidates, should the initial candidate recommended for appointment be unable to accept the offer.

If a recommendation to the Dean involves proposals for tenure and/or rank of Associate or Full Professor, and this issue has not already been approved in the job description process, these proposals must be additionally discussed and approved by the Faculty Development Committee before being passed on to the Faculty.
7.2.6.2 Search Committee Recommendation to the Faculty, President, and Board of Trustees

The chair of the search committee will submit its recommendation, when properly supported (per 7.2.6.1), to the Faculty for discussion and action. A simple majority vote of all members of the Faculty who are present and voting will constitute approval of recommendations for appointments that have the support of the Dean. A simple majority vote of those present and voting will constitute approval of recommendations for tenure and/or advanced rank (when applicable) that have support of the Dean and Faculty Development Committee. Otherwise, approval of the recommendation of the search committee requires the approval of two-thirds of the members of the Faculty who are present and voting. Recommendations for appointment, rank and tenure, duly approved by the Faculty, are submitted to the President, and through the President, who customarily adds her or his own recommendation, to the Board of Trustees.

The Board of Trustees will normally act on a recommendation for appointment within two weeks after the Faculty has voted to approve a candidate for appointment. The decision of the Board is final.

The President will have primary responsibility for conducting negotiations with the candidate. The essential features resulting from these negotiations, i.e., rank, salary, tenure status, or years credited toward tenure, will be included in an employment offer letter.

If the appointment of a candidate has been approved by the Faculty, and if the President and/or Board do not concur and do not act upon the recommendation, the President and/or Board are obligated to provide an explanation appropriate to the circumstances to all those bodies that earlier had approved the appointment. The person is not hired and the explanation is given by the Board and/or President to the Faculty.

7.2.7 Appointment of Lecturers and Senior Lecturers

Persons interested in applying to be Lecturers, or who are invited by the School to apply, must submit their applications to the Dean. Applications must include:

a. A recent curriculum vita;

b. Recent teaching evaluations;

c. A written discussion of teaching experience and teaching philosophy;

d. At least two letters of recommendation from referees outside of PSR/GTU.

The Dean and Faculty Development Committee will review the application materials and interview the applicant in person. Upon consideration of all application materials, the
Faculty Development Committee with the approval of the Dean will make a recommendation to the Faculty to hire the applicant as a Lecturer or not to hire him/her.

The Faculty Development Committee’s recommendation will be based on the applicant’s qualifications, teaching experience, fit with the school’s values and needs, and the availability of financial support for the contract. The Faculty’s vote on the recommendation will go to the President for his/her action in appointing the applicant. Appointments will normally be for three years. Applicants who are turned down may apply again at a later time.

Lecturers who have served at least two three-year terms may apply for promotion to Senior Lecturer. Senior Lecturers normally receive five year, renewable contracts for their part-time teaching and advising loads. The promotion process requires a full review (see Section 5.2.1.1) of the Lecturer’s work, with the primary criterion of evaluation being teaching excellence (see Sections 5.1.1.1 and 5.1.1.2). A review committee will be appointed by the Dean in consultation with the Faculty Development Committee that will solicit student and faculty evaluations of the candidate’s teaching, advising, and faculty participation. The committee will develop a recommendation for or against promotion to Senior Lecturer and present that recommendation to the Dean. In consultation with the President concerning the School’s on-going educational needs and the availability of financial support, the Dean will approve or not the committee’s recommendation. The committee’s recommendation with the Dean’s additional decision will be sent to the Faculty for discussion and approval. The faculty vote will go to the President for action.

Lecturer and Senior Lecturer positions are non-benefited and part-time. All applications, contract renewals, and promotions for Lecturers and Senior Lecturers must be carefully evaluated for their fit with the school’s on-going needs and for the availability of financial support for the positions.

### 7.3 Additional Information

The provisions delineated in Section 7.2 apply to the recruitment of all Regular Ranked Faculty and, normally, to Contract Ranked Faculty. There may be situations, however, in which designated funding resources or curricular needs justify waiving or modifying the normal recruitment process (e.g., a situation in which there is only one potential candidate).

A proposal, from any source, that a special circumstance justifies a waiver or modification of the provisions of Section 7.2 must be submitted to the Faculty Development Committee for its review, in consultation with the President and the Dean.

If the Dean, President, and Faculty Development Committee conclude that an effort to fill the proposed appointment could reasonably be expected to benefit from an open and
advertised (regional and national) search, all of the provisions in Section 7.2 will apply.

If the Dean, President, and Faculty Development Committee conclude that an effort to fill the proposed appointment could not be expected to benefit from an open and advertised search, it may recommend to the Faculty that Sections 7.2.1, 7.2.2, 7.2.3 and 7.2.4 be waived, and that a modified search committee, which may consist of members of the Faculty Development Committee itself, be appointed. This search committee, appointed by the Dean in consultation with the Faculty Development Committee, should include, whenever possible, faculty associated with the area of the proposed appointment.

It is the responsibility of the modified search committee to evaluate the candidate(s) and submit its evaluation to the Dean and Faculty Development Committee. After reviewing this evaluation, the Dean and the Faculty Development Committee shall decide whether to recommend the appointment in accordance with 7.2.6.1 and 7.2.6.2.

7.4 Appointment of Unranked Faculty

Unranked faculty may be self-nominated or nominated by ranked faculty. The names of potential Adjunct Faculty usually are suggested by ranked Faculty, based on their knowledge of an individual’s qualifications. Potential Visiting Faculty are often self-nominated. In general, Adjunct or Visiting Faculty must hold terminal degrees beyond the degree of the students they will be teaching in proposed classes; usually this means Adjunct or Visiting Faculty must have earned academic doctorates. On occasion, special and publicly acknowledged expertise in a particular area can substitute for an earned academic doctorate. Nominations are submitted to the Dean.

Subject to budgetary constraints and curricular need, unranked faculty are appointed by the President, according to the By-Laws, upon the recommendation of the Dean in consultation with area faculty and with the approval of the Faculty as a whole.

Applications or recommendations for Adjunct or Visiting faculty appointments should normally include (a) curriculum vitae; (b) a rationale for the appointment; (c) two names of academic and/or professional referees outside PSR; (d) written evaluations of courses taught at PSR, if applicable; and (e) general description of the proposed course(s).

The Dean issues contracts and informs those individuals whose applications were not accepted. The letter of employment for unranked faculty will include title, salary, course number, hours of credit, and required enrollment. The letter may indicate the date by which the appointment must be accepted. The letter also indicates that the appointment is as at-will Adjunct faculty or Visiting faculty, not as a member of the regular faculty of Pacific School of Religion.

7.5 Appointment of Dean
The Dean is a member of the faculty appointed to appropriate rank by the usual procedures. Ordinarily the Dean teaches a quarter-time load.

The President shall declare any vacancy in the deanship in time for appointment normally no later than the end of the fall semester of the year preceding the term of office. Generally, the President co-chairs a search committee made up of members of the Faculty Development Committee to invite and interview external or internal candidates for the position. The final candidate normally presents an open lecture to the School community before his/her name is sent to the Faculty for a vote.

As an administrative office, the office of Dean is not subject to tenure. A faculty member appointed to this office may be promoted (after professorial appointment) to a higher rank by the usual review procedures and may become tenured as a faculty member on the declaration of a vacancy/opening in the appropriate fields(s) of instruction in accordance with the usual procedures and by the completion of requirements for receiving tenure stated above.

Appointment to the administrative office of Dean should come with approval by the faculty by a two-thirds majority vote of all members of the faculty present and voting. Since according to PSR By-Laws XI, the Dean is elected by the will of the Board of Trustees, this Faculty vote must be considered only advisory to the decision of the President and Board. After faculty approval, the President shall recommend the candidate to the Board of Trustees. The Board of Trustees normally makes the appointment of a renewable term of three to five years. Prior to renewal of the Dean’s term of office, a faculty review will be carried out, the result of the review transmitted to the President and Trustees, and a recommendation on renewal by simple majority vote made and transmitted to the President and Trustees for their approval and action.

7.6 Appointment of President

The President is appointed by the Board of Trustees and is a member of the faculty. When a vacancy is announced, the Board of Trustees normally appoints a search committee consisting of at least five active Board members, the Dean, two to three other faculty members, one staff representative, one student representative, and one President of another GTU school, if possible. The chair or co-chairs of the committee will also be Board members. The Board may appoint other members as appropriate. The search committee develops search materials, including ads, profiles of the school, etc., as needed. Applications are solicited from Presidents and Deans of other ATS schools, denominational officers, alumni, and any other people or groups who might know suitable candidates. Once a short list of candidates has been determined, the search committee will conduct interviews and select at least one candidate to come to campus for a two or three day visit. After the visit, the search committee will solicit comments and recommendations from all groups in the community and formulate a recommendation to be sent to the full Board of Trustees, who are responsible for electing the President and negotiating her/his contract issues and terms.
8.0 Faculty Responsibilities and Support

Because the School is attempting to reduce faculty responsibilities and, consequently, to establish a sustainable faculty load level, every effort will be made to limit faculty responsibilities to:

1. 12 credit hours of teaching/year
2. 1 Special Reading Course/semester at most
3. 1 Standing Committee Assignment

In addition, normally no meetings will be held on Fridays so that these can be considered designated faculty research days.

In determining advising lists for ranked faculty, their current GTU doctoral program responsibilities and their PSR responsibilities will be taken into consideration.

Because faculty are on a ten month contract, normally they will not be expected to participate in school activities from mid-June (after grades are due for the spring semester) to mid-August (when student orientation begins).

Faculty meetings are held only in September - December and February - May.

Members of the faculty shall not accept other permanent employment without the consent of the Board. This restriction shall not preclude members of the faculty from occasional lecturing, preaching, writing, or consulting for remuneration.

8.1 Attendance

Faculty members are expected to participate in the life of the School during the academic year. This involves regular attendance at Faculty Meetings, committee meetings to which they have been assigned, the annual pre-fall semester Faculty Retreat, and Commencement exercises.

Faculty are encouraged to attend weekly chapel services and take responsibility for worship leadership as invited. They are also encouraged to participate in community wide PSR social and educational events.

8.2 Teaching Load

Faculty members are expected to teach 12.0 credit hours during the course of an academic year. Faculty may count January or summer session teaching toward that expectation, if they do not accept additional financial compensation for teaching a January or summer session class. If they do want compensation for teaching a January or summer session class, that class will not count toward the 12.0 credit hours expected. The Dean works with individuals
and areas for balance, taking into account curricular needs, team teaching, and faculty involvement in the GTU’s M.A., Ph.D., and Th.D. committees, student loads, and other demands. Some relief in teaching responsibilities may be provided for new faculty members or faculty members assigned additional administrative tasks or duties.

Ordinarily, a faculty member should not carry more than one independent study/reading course in a semester and most faculty will not carry any. These Special Reading Courses are not counted toward the 12.0 credit hour faculty teaching load, and faculty should be very careful about agreeing to offer such courses. Ordinarily a tenured faculty member will not chair more than three doctoral nor more than three Master’s committees at a time, nor serve on more than six other student committees (Ph.D., Th.D., D.Min., M.A.). Ordinarily a non-tenured faculty member will not chair more than two doctoral nor more than two Master’s committees at a time, nor serve on more than three student committees.

Other short-term institutional teaching responsibilities might be expected without additional compensation (e.g., Pastoral Conference and other non-degree educational initiatives of PSR).

8.3 Research/Scholarship

Faculty members are expected to be involved in an active scholarly research program.

8.4 Absence from Campus

A faculty member normally cannot be away from the campus for more than one week during the semester. A faculty member may be away for more than one week during the semester for professional opportunities approved by the Dean or for reasons covered under federal or state legislation (like the Family and Medical Leave Act or California Family Rights Act).

8.5 Office Hours

At the beginning of each semester, each faculty member is encouraged to post office hours on his/her office door. Faculty are expected to designate at least two hours per week as student advising time.

8.6 Dean’s Office Expectations

Faculty members are expected to submit appropriate paperwork in a timely manner meeting stated guidelines. Submissions normally include but are not limited to: Course Proposals, Grades, Course Evaluations, paper work related to Middler Reviews, Student Inventories, Contextual Learning responses, and paperwork related to the Human Resources Office. Each faculty member is expected to submit a report for the Board of Trustees that is included
in the May meeting Board packet. Instructions for the report and the deadline for its filing will be published by the Dean’s and President’s Offices.

8.7 Public Relations Activities

Faculty members are encouraged to serve the purposes of the school by honoring occasional requests from its administrative offices (Development, Recruitment, etc.) to represent the school at gatherings sponsored by churches or other organizations.

8.8 Faculty Support

It is the policy of Pacific School of Religion to support faculty growth, encourage continuing scholarship, and promote scholarly publication by providing a number of services and resources:

8.8.1 Office Space/Clerical Assistance

Each full time member of the faculty will be assigned a private office and will be provided with secretarial assistance to support primary obligations to the school.

8.8.2 Teaching and Research Assistants

Teaching and Research Assistants are made available to the faculty using the following guidelines:

A course with 10 to 22 students will be eligible for one Teaching Assistant. A course with 22 to 44 students will be eligible for two Teaching Assistants. A course with more than 44 students will be eligible for three Teaching Assistants. Teaching Assistants must be requested, regardless of class size. Teaching Assistants assigned on the basis of course size may be utilized as Research Assistants. If a faculty member does not teach a course during a given year that qualifies for a Teaching Assistant, he or she may request a Research Assistant for one semester during the year to assist on a specific scholarly project. Each year the implementation of this policy is subject to budget constraints.

8.8.3 Information Technology

Computers and electronic communications equipment/programs (e.g., e-mail, voice mail, fax, and internet access) are provided to allow faculty to carry out their research and teaching responsibilities and to communicate information in an efficient and effective manner. Unless specified otherwise by contractual agreement, faculty members retain all rights to and responsibility for intellectual property created on, or with the assistance of, school-owned computer resources.
9.0 Faculty Files

Three files are maintained on each faculty member.

a. President’s Office. These files normally contain but are not necessarily limited to personal correspondence between the faculty member and the President, a copy of the contract letter, notes made by President based on conversations and/or meetings with the faculty member. The files remain locked and are not accessible to anyone except the President;

b. Dean’s Office. These files normally contain but are not necessarily limited to correspondence between the Dean and faculty member concerning teaching loads, sabbatical leaves, summaries of student evaluations, and materials from the job interview. These files are open to the Dean, the Dean’s administrative assistant, and the President;

c. Human Resources Office. These files normally contain but are not necessarily limited to a copy of the contract letter, annual letters stating the new salary and benefits, and any other financial information. These files are accessible to the Human Resources Director, the Human Resources Assistant, the Vice President for Finance, and the President.