

Pacific School of Religion Faculty Manual

Approved by Board of Trustees, February 2022

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Section	
1.0	<p>Purpose of this Document</p> <p>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, 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, formation, and support for persons in the context of Christian community and openness to a diversity of perspectives.</p>
1.1	<p>Academic Freedom</p> <p>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. Faculty 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.</p>
1.2	<p>Graduate Theological Union</p> <p>Pacific School of Religion understands itself to be involved in the life and work of the Graduate Theological Union, as the GTU coordinates the consortial activities of member seminaries and as it conducts programs leading toward academic doctoral and other degrees. The PSR Faculty supports the work of the GTU through membership on the doctoral faculty, teaching, advising, committee work, research, and participation in GTU academic ventures.</p>
1.3	<p>Faculty Diversity</p> <p>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 ecumenical and interfaith commitments of the school. Search processes 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 rostered faculty member in the same or similar field, PSR will</p>

	actively seek candidates educated in other institutions and by faculty with differing professional orientations.
1.4	<p>Non-Discrimination</p> <p>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, veteran’s status, religion, or marital status. Policies to strengthen the school through its diversity and to prevent discrimination will be found in the PSR Employee Handbook.</p>
1.5	<p>Social Justice</p> <p>Pacific School of Religion seeks to promote social justice throughout its communities and through its work. PSR faculty members commit themselves, in their teaching, to 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 advance and lift up voices and perspectives not typically heard, and to incorporate these perspectives, where appropriate, in their publications. They commit themselves, in their service to the school, to promote social justice in the life of the PSR community, the formation of students, and through their thought-leadership and advocacy.</p>
1.6	<p>Faculty Grievance Procedures</p> <p>Should a faculty member have a grievance against the School which is not resolved to their satisfaction through person to person discussion, the faculty member should seek resolution in accordance with established grievance procedures of the School. Policies are made available through the school’s employee portals.</p>
2.0	<p>Faculty and Academic Governance</p> <p>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 Board of Trustees.</p>
2.1	<p>The Rostered Faculty</p> <p>The Rostered Faculty is normally composed of Ranked Faculty (tenure/tenure-track and contract) and Faculty Associates (see Section 3.2). The Rostered Faculty is responsible for decisions on student academic matters and faculty personnel issues, and finally for curricular decisions, pursuant to which it:</p> <ol style="list-style-type: none"> 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 concerning all faculty personnel matters, such as faculty positions, appointments, development, promotions, and tenure;

	<p>c. Receives reports and acts on recommendations concerning the degrees, degree requirements and curricula of the school;</p> <p>d. Initiates any action necessary to fulfill its duties, responsibilities, and governance in assuring the success of the academic programs of the school.</p> <p>All Rostered Faculty have voice and vote, except in cases of tenure and promotion (see section 5.2 for details).</p> <p>Reports and recommendations may come to the Faculty from the President, Office of the Dean, Standing Academic Committees, and ad hoc committees and task forces.</p>
2.2	<p>Academic Committees</p> <p>The Dean and the Faculty are responsible for establishing such academic committees as are necessary for the academic governance of the School. The responsibilities of the committees are determined by the Dean and Faculty, in conversation with the President. Except where elections are required, as in the case of the faculty representatives of the Faculty Development Committee (FDC), the faculty members of the committees and their Chairs are appointed by the Dean in consultation with the FDC. Normally, faculty and staff members are appointed by the Dean in May with terms commencing at the beginning of the following academic year (committees may or may not be active during the summer). The Dean is an ex officio member on all standing committees.</p>
2.3	<p>Faculty Development Committee</p> <p>FDC is defined as two elected faculty members and Dean. Faculty are elected for one year, striving for a staggered membership to help smooth transitions. Care should be taken to represent diversity of faculty, including newer colleagues balanced with others serving longer at PSR. The Dean serves as Chair of FDC, but may delegate that responsibility to one of the other Faculty members of the committee. Responsibilities of the Chair of the FDC include gathering materials and preparing the agenda for faculty meetings in consultation with the FDC.</p>
3.0	<p>Faculty Structure</p>
3.1	<p>Definition and Types of Faculty</p> <p>The Rostered Faculty of Pacific School of Religion includes Ranked Faculty and Faculty Associates. Ranked Faculty may be tenure/tenure track or contract faculty, including those on rolling contracts. Faculty Associates are multi-year appointments whose role is fully contractually defined. Unrostered Faculty are Adjunct Faculty, Visiting Professors, Visiting Scholars, or Postdocs. All faculty may hold combined faculty and administrative staff assignments.</p>
3.2	<p>Rostered Faculty</p>
3.2.1	<p>The Ranked Faculty</p> <p>There are two types of ranked faculty: tenured/tenure track ranked faculty and contract ranked faculty. Tenured/tenure track ranked faculty are employees who hold tenured or tenure track</p>

	<p>positions, usually full-time, and contract ranked faculty who are full-time or part-time employees and whose contracts follow the guidelines established in Section 3.2.4.</p> <p>All 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 Rostered members of the faculty 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).</p> <p>Ranked faculty are appointed to one of the four academic ranks: Instructor, Assistant Professor, Associate Professor, or Professor. Unless specified otherwise by contractual agreement, ranked faculty are normally eligible for promotion through these ranks provided that the faculty person is deemed to have met or exceeded the standards for these academic ranks (described in Section, 3.1.2) as measured by the evaluative criteria specified in Section 5.1</p>
<p>3.2.2</p>	<p>Faculty Associates</p> <p>Terms and responsibilities for Faculty Associates are fully determined by contract and must be reflected in writing. Faculty Associates must possess 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, and or administration. While Faculty Associates are not considered Ranked Faculty, contractual agreements may reflect a title based on their experience following the convention of the faculty ranks in section 3.2.3.</p> <p>Faculty Associates have full-time or part-time teaching contracts, with annual review conversations with the President and Dean depending on the nature of their contracts. Depending on specific contracts, these may be benefited or non-benefited positions, based on school needs and available school finances; sabbatical leaves are generally not available for these positions. Faculty Associates teach the number of courses stipulated in their contracts and coordinated 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 (exceptions to voting privileges are outlined in sections pertaining to tenure review and promotions). They serve on committees and advise students according to the agreements in their contract and in consultation with the Dean. For Review, see Sections 7.2.7.</p>
<p>3.2.3</p>	<p>Faculty Ranks</p> <p>The five academic ranks and their minimum qualifications, detailed further in Section 5.1, are as follows:</p>
<p>3.2.3.1</p>	<p>Instructor</p> <p>Possession of a master's degree from a graduate institution of recognized standing or accomplishments that are considered equivalent.</p> <p>Normally, evidence of substantial progress toward an academic doctorate or terminal professional degree (e.g., completion of all requirements except the dissertation).</p> <p>Either proven or presumptive potential for satisfactorily fulfilling the duties and responsibilities of a faculty member at a graduate theological school.</p>
<p>3.2.3.2</p>	<p>Assistant Professor</p>

	<p>Possession of an appropriate earned academic doctorate from a graduate institution of recognized standing or accomplishments that are considered to be equivalent.</p> <p>Either proven or presumptive potential for satisfactorily fulfilling the duties and responsibilities of a faculty member at a graduate theological school.</p> <p>Either proven or presumptive scholarship in the subject matter field and competence in instruction.</p>
3.2.3.3	<p>Associate Professor</p> <p>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</p> <ol style="list-style-type: none"> Evidence of teaching effectiveness; Evidence of sustained and significant scholarly productivity; Evidence of significant service to PSR and to the GTU appropriate to the position ; church and community, and academy.
3.2.3.4	<p>Professor</p> <p>Possession of an appropriate earned academic doctorate from a graduate institution of recognized standing or accomplishments that are considered equivalent.</p> <p>Normally a minimum of twelve years of full-time ranked teaching in an accredited college, university, or theological school, and</p> <ol style="list-style-type: none"> Evidence of teaching effectiveness; Evidence of sustained scholarly productivity that significantly advances the field; Evidence of significant service to PSR to the GTU appropriate to the position; church and community, and academy.
3.2.3.5	<p>Faculty Emerit/us/a</p> <p>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 Professor Emerit/us/a or Associate Professor Emerit/us/a. The criteria for determining distinguished service are to be those used to assess faculty performance and development (see Section 5).</p> <p>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 Emerit/us/a or Professor Emerit/us/a. A Professor or Associate Professor Emerit/us/a may be so designated and appointed by the Board of Trustees upon the recommendation of the FDC, Faculty, Dean, and President.</p> <p>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 may apply annually for funding for designated research and writing projects, as funds are available.</p>
3.2.4	Contracts for Ranked Contract Faculty
3.2.4.1	Initial Contracts for Ranked Contract Faculty

	<p>Upon hiring, ranked contract faculty are offered an initial three-year contract with the possibility of renewal. Based on the school's needs and resources, after successful review during the final year of this initial contract as established by Section 5.2.1.1, a rolling contract may be issued.</p> <p>Previous employment at PSR does not mean an automatic reinstatement of a former faculty member to a previous rank or faculty role. If a former faculty member is hired after due process in any category of the faculty, their prior experience and its relevance should be clearly articulated in writing during the hiring and contractual process.</p>
<p>3.2.4.2</p>	<p>Rolling Contracts for Ranked Contract Faculty</p> <p>A rolling contract is defined as one that is automatically extended yearly. Ranked Contract faculty who have successfully completed a three-year review may be offered, based on the school's needs and resources, a rolling contract. Ranked Contract Faculty at the Assistant Professors level may be offered a three-year rolling contract and those at the Associate and Full Professor levels a five-year contract. A successful annual review will result in validating the multi-year term of the rolling contract, effectively making each new year the "first" year of a person's contract.</p> <p>Rolling contracts require satisfactory progression towards promotions in a timely fashion. Assistant Professors should normally come up for promotion review after five years from the beginning of their initial contract with PSR (or earlier if time credit was given in the initial contract) but not later than eight years from the end of their initial contract. Associate Professors should come up for review and promotion to Full Professor after consultation with the Dean.</p> <p>In the event of an unsatisfactory annual review or changes in institutional priorities, the contract may be deemed not to roll and may be terminated at its expiration date according to the procedures established by Section 5.4.1.</p>
<p>3.3</p>	<p>The Unrostered Faculty</p> <p>Unrostered 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, Visiting Scholar, and Postdoc. Such a person:</p> <ol style="list-style-type: none"> a. Usually has less than a full-time teaching load; b. Usually have defined duties as reflected in the respective sections below; c. Is selected in the manner set forth in Sections 7.3 and 7.4.
<p>3.3.1</p>	<p>Adjunct Faculty</p> <p>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 or other terminal degrees in the area in which they are teaching. 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, and mentors in the field education program. The position of Adjunct Faculty is an at-will, non-benefited position and does not lead to or count toward promotion or tenure.</p>

	<p>Adjunct Faculty are identified by the Dean or nominated by Rostered Faculty, in consultation with FDC. Adjunct Faculty are, in accordance with PSR By-Laws, appointed by the President.</p> <p>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.</p>
<p>3.3.2</p>	<p>Visiting Professor or Visiting Scholar</p> <p>Visiting Professor is the title assigned to persons who are temporarily connected with PSR to either (a) teach one or more courses for a semester or academic year connected with a field of expertise or (b) do research but not teach. This may include individuals who are serving as a sabbatical replacement or while the school is conducting a search in a particular area. In the case of Visiting Scholars, usually 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.</p> <p>Visiting Professors or Scholars are nominated by the Dean or the President and approved by the FDC, consistent with the academic standards of the School. Nominated and approved Visiting Professors or Scholars are, in accordance with PSR By-Laws, appointed by the President.</p> <p>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. Additional duties may be captured in the individual's contract.</p>
<p>3.3.3</p>	<p>Postdoc</p> <p>PSR is committed to the professional advancement of junior colleagues. Depending on the academic needs of the school and financial possibilities, PSR may partner with an individual or a funding body to provide specific services to the school. Should an academic need arise, the Dean and President will identify an advanced doctoral candidate or recent graduate to offer a two-year postdoctoral appointment that provides experience in teaching, service, and research. To provide a fuller introduction to the profession, Postdocs at PSR will have similar institutional responsibilities as full-faculty members. At the same time, postdoc appointment will seek to balance the needs of the school with the postdoc's career aspirations and preparation to publish. Postdocs will be provided with a mentor who will visit classes, advise on professional identity and on the transition from student to professor, and provide peer evaluations of the postdoc's courses that the postdoc can use as part of their academic dossier. The postdoc is encouraged to immerse themselves in PSR's unique academic and intellectual culture.</p>
<p>4.0</p>	<p>Faculty Development</p>
<p>4.1</p>	<p>Faculty Sabbatical and Leave Program</p> <p>The purpose of the faculty leave program (sabbatical) is to provide faculty members, usually Ranked Faculty, with opportunities to engage in sustained study that will:</p>

	<ul style="list-style-type: none"> a. Deepen their knowledge of recent developments in their field that will enhance scholarship, teaching, and advocacy; b. Enable them to conduct research and prepare publications that contribute to the advancement of their field of scholarship. <p>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.</p> <p>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.</p>
4.1.1	Definition, Eligibility, Conditions, and Frequency of Leave
4.1.1.1	<p>Two Semester Leave</p> <p>A sabbatical leave for two consecutive semesters excuses the eligible 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 since their hire as a member of the Ranked Faculty or their last sabbatical leave (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.</p>
4.1.1.2	<p>One Semester Leave</p> <p>A sabbatical leave for one semester, excuses the eligible 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 since their hire or their last sabbatical leave (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.</p>
4.1.2	<p>Number of Leaves</p> <p>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</p>

	<p>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.</p>
4.1.3	<p>Financial Support</p> <p>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 their salary and benefits during the time of their sabbatical leave.</p>
4.1.4	<p>Policies and Procedures for Leaves</p>
4.1.4.1	<p>Procedures for Sabbatical Leaves</p> <ol style="list-style-type: none"> 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. Faculty Associates 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 FDC, the Dean, the President, and the Board of Trustees; <p>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:</p> <p>"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."</p>
4.1.4.2	<p>Conditions for Sabbatical Leaves</p> <p>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 their professional development. Such matters as the following will be considered:</p> <ol style="list-style-type: none"> 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 they were in residence. <p>It shall be the responsibility of the Dean to determine whether these conditions can be met.</p>
4.1.5	<p>Obligations of Leave Recipients</p> <p>The recipients of sabbatical leaves normally incur these obligations:</p>

	<p>a. To make every reasonable effort to fulfill the terms of the leave;</p> <p>b. After a sabbatical leave, to file a report on the results of the leave with the Chair of the FDC and/or 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 an FDC member and the Dean and provided to the Board of Trustees as part of a regular meeting docket.</p>
4.1.6	<p>Additional Information</p> <p>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.</p> <p>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.</p>
4.1.6.1	<p>Leave of Absence</p> <p>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.</p> <p>Requests for a leave of absence must be made to the Dean and the FDC in writing at least one year in advance. Applications for such leave shall state the specific reasons for the request and require approval by the President and the Board of Trustees upon the recommendation of the Dean and the FDC.</p> <p>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 and HR. 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 FDC and Dean and to the President.</p>
4.2	<p>Professional Meeting Expense Fund</p> <p>All rostered faculty members are granted the same annual amount to attend professional meetings. Receipts for expenditures related to this travel and registration fees are to be submitted to the Dean who will approve the expenditures for reimbursement.</p>
4.3	<p>Professional Development Fund</p> <p>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.</p>
4.4	<p>Three-Year Transition to Retirement for Faculty</p> <p>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</p>

	<p>ready for retirement to transition over a period of up to three-years into a professionally productive full-time retirement. Terms of that transition will be negotiated with the Dean and President.</p>
<p>5.0</p>	<p>Faculty Evaluation</p> <p>Pacific School of Religion is committed to high standards of faculty achievement. These standards require that reviews of Rostered Faculty be conducted with rigor and that the School engage in ongoing assessment of faculty performance. Faculty evaluations include annual reviews of all faculty, in addition to reviews for rolling contracts, pre-tenure retention, promotion, tenure, and periodic post-tenure reviews. 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 the academic community.</p> <p>Annual faculty reviews should cover such matters 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.</p> <p>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.</p> <p>Any significant difficulties that become evident to the Dean and President in this annual review, as well as potential changes in position descriptions, are to be brought as appropriate to the attention of the FDC. Changes in position descriptions, including change of faculty title, will require the endorsement of the FDC 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 FDC, and the Faculty. All such changes require a full vetting of the faculty member's teaching record, publications, and references.</p> <p>Formal reviews of faculty for promotion, rolling contracts, and/or tenure (including new appointments with tenure) are conducted by the Dean and the FDC, 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.</p> <p>Formal reviews of tenured faculty and senior Contract Ranked Faculty are conducted by the Dean and FDC on a regular basis, no less than every five years. These reviews will be coordinated with GTU Core Doctoral Faculty reviews as appropriate. 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, as recorded in the annual review. 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. Faculty who fail to consistently meet the expected performance criteria are subject to disciplinary action and, as appropriate to the particular contract, termination.</p>

5.1	Criteria for Rostered Faculty Evaluation
5.1.1	<p>Teaching</p> <p>Excellence in teaching is one of the most important attributes of a faculty member. A full-time teaching load is defined as 12 credit hours per year. Teaching load also includes student advisement, chairing or serving on theses and dissertation committees, and other non-degree educational initiatives by PSR.</p>
5.1.1.1	<p>Criteria for Evaluating Teaching</p> <p>Criteria for evaluating teaching effectiveness should include, but not necessarily be limited to, the following:</p> <ol style="list-style-type: none"> a. Command of one's discipline(s) and appropriate interdisciplinarity; 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; i. Effective engagement of the scholarship of diverse communities; j. Skill in teaching modalities.
5.1.1.2	<p>Evidence in the Evaluation of Teaching</p> <p>Demonstration of teaching effectiveness should include, but not necessarily be limited to, the following evidence:</p> <ol style="list-style-type: none"> a. Self-evaluation; b. Peer evaluations of teaching; c. Student evaluations; d. General enrollment and other teaching load factors; <p>Peer review of course syllabi made by faculty and duly assigned to a review committee.</p>
5.1.2	<p>Scholarship of Rostered Faculty</p> <p>Effective teaching generally necessitates active involvement in the intellectual and scholarly developments of a discipline. Since what is considered appropriate research may vary from discipline to discipline, research and publications should be peer-reviewed for an assessment of their quality. As described below, such research may include liturgies, blog-posts, op-eds, or other forms of published work that can be shown to advance the school's mission and scholarship in the field (<i>see sections 5.1.2.1 and 5.1.2.2</i>).</p> <p>The quantity or level of scholarly productivity expected for faculty is dependent on rank. These rank evaluations apply to both tenure/tenure track processes and considerations, when applicable, for rolling contracts. 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</p>

ongoing agenda for scholarly research. In order to hold the rank of Associate Professor a faculty member is expected to have published, or have a manuscript in press, at least one substantive and reviewed book (not including any self-published dissertation) that is judged by peers to have made a significant contribution to the advancement of their their field, and to have a clear agenda for future scholarship. Seven or eight substantive articles in juried (edited, peer-reviewed) publications may be deemed equivalent to one book. An appropriate number of liturgies, blog-posts, op-eds, or published work in alternate media, to be decided in consultation with the Dean and FDC, may be deemed equivalent to one book based on its impact, audience, and peer evaluation, and captured in a written agreement. A published edited volume counts as three to four articles. Book reviews and short encyclopedia entries 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). An appropriate number of liturgies, blog-posts, op-eds, or published work in alternate media, to be decided in consultation with the Dean and FDC, may be deemed equivalent to the four articles or essays based on its impact, audience, and peer evaluation, and captured in a written agreement. The work should be judged by peers to have made a significant contribution to the advancement of the scholar's theirfield, 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.

For scholarship outside of traditional juried, edited, and peer-reviewed publications, a clear set of criteria for evaluation should be decided in consultation with the Dean and FDC identifying materials that are deemed equivalent to the appropriate rank requirements based on its impact, audience, and peer evaluation, and captured in a written agreement.

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 review 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 depends upon its faculty for services rendered outside the classroom, which supports student formation, the life of the School, and its impact in the world. A faculty member is required to participate in the operational concerns of the institution and the consortium of

	<p>which it is a member. Service to the School includes serving annually on 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).</p>
5.1.3.1	<p>Criteria for Evaluating Service</p> <p>Criteria for evaluating service to PSR may include, but not necessarily be limited to, the following:</p> <ol style="list-style-type: none"> Effective service and participation on all committees, including serving as committee Chair; Participation in the development and approval of the various curricula, degree and non-degree, of the institution; Participation and contribution to the life of the PSR community; Effective exercise of administrative duties and responsibilities, if applicable; Service to church and other faith and activist organizations for the benefit of PSR; Acting as representative of PSR, and when appropriate the GTU, to the larger regional, national, or international community.
5.1.3.2	<p>Evidence in the Evaluation of Service</p> <p>Demonstration of service activities should include, but is not necessarily limited to, the following types of evidence:</p> <ol style="list-style-type: none"> Self-report of activities at annual review with President and Dean; Ratings by Dean, FDC and/or peer ratings at time of review.
5.1.4	<p>Contributions to Church, Faith Community, and Broader Society</p> <p>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.</p>
5.1.4.1	<p>Criteria in the Evaluation of Contributions to Church, Faith Community, and Broader Society</p> <p>Criteria for evaluating service to the church and community may include, but not necessarily be limited to, the following:</p> <ol style="list-style-type: none"> Chairing or serving on local and national church/faith community or community boards or agencies; Providing instruction outside of PSR's degree curriculum; Writing which is primarily for general readership (periodicals, general encyclopedias, etc.); Being a resource person for community programs; Providing consultation and pastoral services for local churches, clergy/faith leaders, and general public Engaging in community action and service.

<p>5.1.4.2</p>	<p>Evidence in Evaluating Contribution to Church, Faith Community, and Broader Society</p> <p>Demonstration of service to the church and community should include, but not necessarily be limited to, the following types of evidence:</p> <ol style="list-style-type: none"> a. Documented, self-report of activities and continuing responsibilities (including programs, bulletins, agendas, etc.) at annual review with President and Dean; b. Peer evaluations at time of review; c. Evaluations by clergy, church/faith leaders, community leaders and general public at time of review.
<p>5.1.5</p>	<p>Service to the Academy</p> <p>All faculty members have an obligation to maintain a high level of professional competence and to contribute to developments in their fields, including contributing to the diversification of our 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 meetings of professional academies. Assuming leadership positions in such societies, when such opportunities arise, is also encouraged, and will be supported by the School.</p>
<p>5.1.5.1</p>	<p>Criteria for Evaluating Contribution to the Academy</p> <p>Criteria for evaluating service activities in support of the profession include, but are not necessarily limited to:</p> <ol style="list-style-type: none"> 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;
<p>5.1.5.2</p>	<p>Evidence in Evaluating Contribution to the Academy</p> <p>Demonstration of professional activities should include, but is not necessarily limited to, the following types of evidence:</p> <ol style="list-style-type: none"> a. Self-report of activities at annual review with President and Dean; b. Evaluation of the Dean or FDC 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.
<p>5.1.6</p>	<p>Weight of the Areas of Faculty Evaluation</p> <p>Evaluations for retention, promotion, extension of contract, rolling a contract, and tenure will be conducted in relation to the three areas of faculty responsibility listed in Section 3: teaching, scholarship, and service. Typically, all three areas, teaching, scholarship, and service, will be weighed</p>

	<p>equally. However, a different weighing of these three areas is possible based on an individual's responsibilities and pending approval by the FDC and Dean.</p>
<p>5.2</p>	<p>Procedures for Rolling Contracts, Retention, Promotion, and Tenure Decisions</p>
<p>5.2.1</p>	<p>Review Toward Rolling Contract for Contract Ranked Faculty</p> <p>The review of contract ranked faculty members is initiated in the Summer before the beginning the final year of their initial contract and must be completed by the end of the Fall semester of that same year.</p> <p>The Dean shall constitute a review committee comprised, whenever possible, of two rostered faculty members at the same or higher rank as the person being reviewed. The review will normally be based on the following data:</p> <ol style="list-style-type: none"> a. Current curriculum vitae; b. Course evaluations and syllabi; c. Letters of evaluation, as deemed appropriate by the Dean in consultation with the FDC, from students, peers, and other individuals; d. The individual's self-evaluation based on the criteria in Section 5.1. e. All publications since appointment at PSR <p>In consultation with the Dean and with the faculty member being reviewed, the review committee prepares a written report based upon these materials and using the criteria for evaluation in Section 5.1. The report is then shared with the FDC, which shall then prepare a motion to the Faculty. Through a simple majority vote, the Faculty makes a recommendation to the Dean, who forwards the recommendation to the President with or without the Dean's endorsement. The President makes a final determination regarding awarding the faculty member a three-year rolling contract.</p> <p>Mid-Track Review for Tenure-Track Faculty</p> <p>At the beginning of the third year of the appointment of a Tenure-Track Faculty member, the data for the annual review described in 5.2.1, will normally be expanded to include:</p> <ol style="list-style-type: none"> a. Copies of all published materials; b. Letters of evaluation from students chosen by the FDC, based on suggestions by the faculty member; c. Letters of evaluation from four outside scholars in, or related to, the individual's field of scholarship; 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 FDC and Dean; d. A personal statement written by the faculty member that shows evidence of self-evaluation in the areas of teaching, scholarship, and service and the faculty member's research trajectory and goals. <p>The mid-track review will replace the annual review in that year, and will lead to a recommendation from FDC and the Dean for continuation or non-continuation of employment. The process for making</p>

	<p>this recommendation shall follow Sections 7.2.6.1 and 7.2.6.2, except that the FDC shall replace the search committee and issues of tenure and Board approval shall not apply.</p>
<p>5.2.2</p>	<p>Procedures for Promotion in Rank for Ranked Faculty and Advancement to Tenure for those on Tenure Track</p> <p>Criteria for promotion and tenure deliberations are those established in Section 5.1.</p> <p>Consideration for promotion to the rank of Associate Professor normally occurs during the sixth year of a faculty member's service at PSR. For those on tenure track, this promotion must take place in the sixth year and advancement to tenure will be considered simultaneously. For Contract Ranked Faculty, promotion to Associate Professor must be pursued no later than the eighth year of service after the end of the initial contract and constitutes the evaluation towards a 5-year rolling contract. Service at another institution or institutions may be contractually credited by PSR in the initial contract, in consultation with FDC and the Dean and subject to approval by the President, and thereby reduce the number of probationary years. If granted, promotion to the rank of Associate Professor becomes effective at the beginning of the following fiscal year, as will tenure for tenure-track faculty and increase to a 5-year rolling contract for Contract Ranked Faculty.</p> <p>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 at the level of Associate Professor. If granted, promotion to the rank of Professor becomes effective at the beginning of the following fiscal year.</p> <p>An individual who believes themselves to be qualified for promotion and/or tenure before completion of the normal time period may petition the Dean for early consideration.</p> <p>Consideration for advancement to tenure and/or consideration for promotion to Associate Professor or Professor are initiated by the Faculty member and the FDC in consultation with the Dean. The committee's report and recommendation will be based on its members' judgments of the following data:</p> <ol style="list-style-type: none"> 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 her/his 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 FDC, in consultation with the Dean, from students, and other individuals; f. Letters of evaluation from three (3) for promotion to Associate and six (6) for promotion to Full Professor outside referees, selected by the Dean in consultation with the FDC from a list of scholars (three for Associate and six for Full) selected by the candidate and an additional list selected by the FDC.

	<p>The FDC 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 FDC shall replace the search committee.</p> <p>Tenure decisions first require a faculty vote upon receipt of the recommendation of the FDC. 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 Dean, President, Trustees' Academic Committee as well as the Board of Trustees.</p>
<p>5.2.3</p>	<p>Procedures for Review of Tenured Faculty and Contract Ranked Faculty</p> <p>The review of each Tenure Faculty and Senior Contract Ranked Faculty member is initiated by the FDC in consultation with the Dean and conducted no later than five years after the last promotion review for the individual. These reviews are conducted every five years thereafter.</p> <p>The review will normally be based on the following data:</p> <ol style="list-style-type: none"> a. Current curriculum vitae; b. Course evaluations and syllabi; c. Letters of evaluation, as deemed appropriate by the FDC in consultation with the Dean, from students and other individuals; d. The individual's self-evaluation based on the criteria in Section 5.1. <p>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.</p>
<p>5.3</p>	<p>Policies on Tenure</p>
<p>5.3.1</p>	<p>Meaning of Tenure</p> <p>Institutions of higher education operate for the common good, which depends upon the free search for truth and its free exposition by dedicated teachers and scholars.</p> <p>Tenure is a means to that end, protecting faculty members against pressures from inside or outside the academic community that endanger academic freedom.</p> <p>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.</p> <p>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.</p> <p>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</p>

	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 FDC, Dean, and 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 and Contract Ranked Faculty The term "non-reappointment" means that the School has decided that the appointment of an untenured or a contract ranked faculty member will not be renewed at the conclusion of the appointment, either due to an unsuccessful review or in the event of changes in institutional priorities. In the case of a faculty member's first contract, non-reappointment follows an unsuccessful review toward contract or rolling contract as established by Section 5.2.1.1 For faculty members already in a rolling contract, non-reappointment follows from an unsuccessful annual review in which case the Dean will report to the FDC concerns raised by the President and the Dean during the review process. The FDC is required to receive the report, deliberate on the matter in consultation with the Dean and the faculty member under review, and submit a report to the Faculty. The Faculty then submits a recommendation to the Dean who shall deliver a final report to the President about the termination of the contract. The President makes the final decision. In case of changes in institutional priorities, it is the President's and the Dean's responsibility to communicate to the faculty member in a contract, no later than the conclusion of the annual review, the institution's plan for non-reappointment. A severance prerogative rests with the School on all 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 FDC, Faculty, the Dean, and the President.

	Any ranked contract faculty member who does not accept the renewal of their contract within 30 days after it is sent, effects their 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 for evaluation of tenure are described and referred to in Section 5.2.2. This process may result in the denial of tenure.
5.4.1.3	Notification of Non-reappointment Notice of non-reappointment of Rostered Faculty 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. Terms and conditions for Unrostered Faculty (defined in section 3.3) appointments are specified in the terms of the contracts and the School makes no commitments beyond those stated in writing in the contract.
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; shift in institutional priorities as defined in 5.3.1. 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 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 competitive levels. 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 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 diversity. 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 ranked contract, is vacated, the Dean in consultation with the FDC 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 FDC will appoint a search committee and process, as described in 7.2.3 and 7.2.4. Proposals for new Contract Ranked 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 FDC, the Dean will appoint members and a Chair of the search committee for any position that has been duly authorized.

	<p>The search committee will normally consist of at least one student, two faculty members and when applicable a faculty member from a related field in the GTU. The Dean is an ex-officio member of all search committees, with voice and vote. The Dean of the GTU will be notified about the position.</p>
<p>7.2.4</p>	<p>Search Process</p> <p>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:</p> <ol style="list-style-type: none"> 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 Human Resources personnel 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 job search media. 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 unranked or ranked. Normally, more than one person will be recommended to be interviewed. Recommendations

	<p>will be accompanied by the candidates' curriculum vitae and verbal summaries (without attribution of authorship) of the letters of recommendation;</p> <ul style="list-style-type: none"> i. The search committee will be responsible for the interview process, in accordance with Section 7.2.5; j. The appointment will be guided by section 7.2.6; k. 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 Human Resources personnel will keep and maintain an official search file.
<p>7.2.5</p>	<p>Interview Process</p> <p>Normally, the following procedures will be observed in the interview process:</p> <ul style="list-style-type: none"> a. The search committee, in consultation with the Dean, will be responsible for arranging a schedule for each interview. Normally, candidates will visit campus at the School's expense. At a minimum, there will be (1) discussions with the faculty, 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 Rostered 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.
<p>7.2.6</p>	<p>Appointment of Ranked Faculty (Except Faculty Associates)</p>
<p>7.2.6.1</p>	<p>Search Committee Recommendation to the Dean and FDC</p> <p>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 of an individual for an appointment. The search committee's recommendation will, at a minimum, include:</p> <ul style="list-style-type: none"> a. A review of responses solicited from those involved in the interview process;

	<ul style="list-style-type: none"> 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. <p>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. These recommendations are not binding.</p> <p>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 FDC before being passed on to the Faculty.</p>
<p>7.2.6.2</p>	<p>Search Committee Recommendation to the Faculty, President, and Board of Trustees</p> <p>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 the Faculty will serve as a recommendation for appointment, which requires the support of the Dean. A separate simple majority vote of the faculty will serve as a recommendation for tenure and/or advancement of rank (when applicable), pending support of the Dean and FDC. Recommendations for appointment, rank, and tenure, duly approved by the Faculty, are submitted to the Dean. The Dean then submits the recommendation to the President. The President makes a final determination in the case of Faculty Associates and Contract Ranked Faculty, and adds the President's own recommendation to the Board of Trustees in the case of Tenure/Tenure Track position.</p> <p>The Board of Trustees will normally act on a recommendation for appointment of Tenure/Tenure Track positions within two weeks after the Faculty has voted to approve a candidate for appointment. The decision of the Board is final.</p> <p>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 promotion and/or tenure, will be included in an employment offer letter.</p> <p>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.</p>
<p>7.2.7</p>	<p>Appointment of Faculty Associates</p> <p>Faculty Associates may be appointed as part of the individual's executive role within a PSR center, an institutional agreement between PSR and the individual's organization, or as part of the exploration of a new potential position. Depending on the nature of the appointment, persons interested in applying to be Faculty Associates, or who are invited by the School to apply, may be asked to submit the following materials to the Dean:</p> <ul style="list-style-type: none"> a. A recent curriculum vita; b. Recent teaching evaluations; c. A written discussion of teaching experience and teaching philosophy;

	<p>d. At least two letters of recommendation from referees outside of PSR/GTU.</p> <p>The Dean and FDC will review the application materials and interview the applicant. Upon consideration of all application materials, the FDC and the Dean will make a recommendation to the Faculty regarding the hiring of the applicant as a Faculty Associate.</p> <p>The FDC's recommendation will be based on the applicant's qualifications, teaching experience, alignment 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 who makes the final determination regarding extending a contract. The Dean and the President will determine the length of the appointment based on the school's needs and resources.</p>
<p>7.3</p>	<p>Additional Information</p> <p>The provisions delineated in Section 7.2 apply to the recruitment of all 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).</p> <p>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 FDC for its review, in consultation with the President and the Dean.</p> <p>If the Dean, President, and FDC 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.</p> <p>This search committee, appointed by the Dean in consultation with the FDC, should include, whenever possible, faculty associated with the area of the proposed appointment.</p> <p>It is the responsibility of the modified search committee to evaluate the candidate(s) and submit its evaluation to the Dean and FDC. After reviewing this evaluation, the Dean and the FDC shall decide whether to recommend the appointment in accordance with 7.2.6.1 and 7.2.6.2.</p>
<p>7.4</p>	<p>Appointment of Unrostered Faculty</p> <p>Unrostered 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.</p> <p>Subject to budgetary constraints and curricular need, unrostered 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.</p> <p>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</p>

	<p>professional referees outside PSR; (d) written evaluations of courses taught at PSR, if applicable; and (e) general description of the proposed course(s).</p> <p>The Dean issues contracts and informs those individuals whose applications were not accepted. The letter of employment for unrostered 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 and clarifies that unrostered faculty are not members of the regular faculty of Pacific School of Religion, and that when appropriate, the contract may be subject to minimum course enrollment requirements.</p>
<p>7.5</p>	<p>Appointment of Dean</p> <p>The Dean is a member of the faculty appointed to appropriate rank by the usual procedures. Ordinarily the Dean teaches a quarter-time load.</p> <p>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. Usually, the President Co-Chairs a search committee made up of representatives from the Board, Faculty, Staff and students to interview candidates. The final candidate delivers a presentation to the School community before their name is sent to the Faculty for a vote.</p> <p>As an administrative office, the office of Dean does not require 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.</p> <p>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 coordinated by the FDC 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.</p>
<p>7.6</p>	<p>Appointment of President</p> <p>The President is appointed by the Board of Trustees and is a member of the faculty. The Board of Trustees will establish the process to be employed in identifying a new President, but may include the following: When a vacancy is announced, the Board of Trustees normally appoints a search committee that includes representation from the Board (consisting of at least five active Board members), the Dean, faculty, staff, students, 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 is responsible for running the search and may, in consultation with Board leadership, elect to engage a search firm. The search committee will conduct interviews and select at least one candidate to come to campus for a visit. After the visit, the search committee</p>

	<p>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.</p>
8.0	<p>Faculty Responsibilities and Support</p> <p>Because the School is attempting to establish a sustainable faculty load level, every effort will be made to limit faculty responsibilities to:</p> <p>12 credit hours of teaching per year is considered a full-time teaching load; plus Special Reading Courses; and appropriate committee assignments.</p> <p>In determining advising lists for rostered faculty, their current GTU doctoral program responsibilities and their PSR responsibilities will be taken into consideration.</p> <p>As faculty on twelve-month contracts, specific summer schedules will be negotiated according to their specific contracts. July is protected for faculty research.</p> <p>Faculty meetings are typically held only in September - December and February - May.</p> <p>Members of the ranked 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.</p>
8.1	<p>Attendance</p> <p>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.</p> <p>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.</p>
8.2	<p>Teaching Load</p> <p>A full time faculty teaching load is 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 degree 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.</p> <p>Faculty member should be attentive to the number of independent study/reading course. 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 rostered faculty member will seek to balance their responsibilities with their service chairing doctoral or Master's 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).</p>

<p>8.3</p>	<p>Absence</p> <p>A faculty member normally cannot be away from their responsibilities 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). Parental Leave and other benefits are defined in PSR's employee policies.</p>
<p>8.4</p>	<p>Office Hours</p> <p>At the beginning of each semester, faculty members are required to publish their office hours, and be available for office hours by appointment. Faculty are expected to devote time to student advising.</p>
<p>8.5</p>	<p>Dean's Office Expectations</p> <p>Faculty members are required to submit all necessary paperwork in a timely manner meeting stated guidelines. Submissions include, but are not limited to: Course Proposals, Syllabi, Grades, Incomplete/Extension forms, paper work related to Middler Reviews and other student evaluations/milestones. Faculty that are in violation of these requirements will have written warnings before a letter is placed in their permanent file.</p> <p>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.</p>
<p>8.6</p>	<p>Public Relations Activities</p> <p>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.</p>
<p>8.7</p>	<p>Faculty Support</p> <p>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.</p>
<p>8.7.1</p>	<p>Office Space</p> <p>Each rostered faculty will be assigned a private office. Faculty are expected to maintain their offices to reflect a professional space. Upon vacating their offices at the end of their appointment, faculty will make sure to leave the office clean and bare of personal belongings.</p>
<p>8.7.2</p>	<p>Teaching and Research Assistants</p> <p>Teaching and Research Assistants are made available to the faculty using the following guidelines: A course with 15 to 25 students will be eligible for one Teaching Assistant. A course with more than 25 students will be eligible for two Teaching Assistants. Each year the implementation of this policy is subject to budget constraints.</p>
<p>8.7.3</p>	<p>Information Technology</p> <p>Computers and electronic communications equipment/programs (e.g., e-mail, voice mail, 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.</p> <p>Unless specified otherwise by contractual agreement, faculty members retain all rights to and</p>

	<p>responsibility for intellectual property created on, or with the assistance of, school-owned computer resources.</p> <p>Faculty is responsible for ensuring proper back-up of all information stored on school equipment. Equipment is the property of the school and must be returned to the school upon termination of employment.</p>
<p>9.0</p>	<p>Faculty Files</p> <p>Three files are maintained on each faculty member.</p> <ol style="list-style-type: none"> 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. 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. 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 other financial information. These files are accessible to Human Resources personnel, the Vice President for Administration and Finance, the Dean, and the President.