



DRBU Faculty Handbook

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Dharma Realm Buddhist University Bylaws

Dharma Realm Buddhist University (DRBU) is a community dedicated to liberal education in the broad Buddhist tradition—a tradition characterized by knowledge in the arts and sciences, self-cultivation, and the pursuit of wisdom. Its pedagogical aim is thus twofold: to convey knowledge and to activate an intrinsic wisdom possessed by all individuals. Developing this inherent capacity requires an orientation toward learning that is dialogical, interactive, probing, and deeply self-reflective. Such education makes one free in the deepest sense and opens the opportunity to pursue the highest goals of human existence.

ARTICLE 1. NAME AND ADDRESS

The name of this University is Dharma Realm Buddhist University, hereinafter referred to as DRBU. DRBU is a division of the Dharma Realm Buddhist Association, hereafter referred to as DRBA. DRBA is a religious and educational nonprofit corporation incorporated under the laws of the State of California.

The main campus of the University is located at the City of Ten Thousand Buddhas, 4951 Bodhi Way, Ukiah (County of Mendocino), California 95482.

ARTICLE 2. BOARD OF TRUSTEES

Section 1. Governing Body

The Board of Trustees, which shall be composed of not less than nine (9) nor more than nineteen (19) persons, shall be the self-perpetuating governing body of the University, with its authority derived from Dharma Realm Buddhist Association.

Section 2. Authority

The Board of Trustees derives its authority to govern the University according to the DRBU Charter approved by the governing body of its parent organization, DRBA. To the extent that any provision of these Bylaws conflict with the DRBU Charter, the terms of the DRBU Charter shall govern.

Section 3. Powers and Duties

The DRBA Board established the DRBU Board as a self-perpetuating body to govern the University according to the DRBU Bylaws, and as such the DRBU Board shall have the power to supervise, control, and manage the affairs and to determine the long-term educational policy of the University. In addition, the DRBU Board is responsible for the quality, integrity, and financial sustainability of DRBU and for ensuring the advancement of the institution's mission. In particular, the DRBU Board has the following powers and responsibilities:

Board Businesses

- Elect and remove Trustees of the DRBU Board
- Elect and remove Officers of the DRBU Board
- Amend the DRBU Bylaws
- Form and maintain standing committees
- Form and disband working committees as needed

University Governance

- Appoint and remove the President of the University
- Delegate to the President the powers:
 - To manage, control, and direct the University as an educational institution
 - To establish and maintain rules, regulations, and procedures for the administration and governance of the University
- Set expectations and review the President's performance
- Approve the President's appointments and removals of the Vice President for Finance and Administration, the Dean of Academics, and the Dean of Students
- Approve the President's appointments and removal of permanent professors
- Delegate the oversight of all instructional matters to the DRBU professors, led by the Dean of Academics
- Approve major program changes
- Grant degrees, honors, and certificates
- Make regular reports to the DRBA Board on the state of the University

Strategic Planning

- Affirm and interpret the University's mission and educational vision
- Participate in the development of strategic plans
- Review and approve DRBU's strategic plans
- Monitor and evaluate the University's progress along the pathway set forth in its strategic plans

Financial Oversight

- Approve annual budgets as submitted by the University administration and monitor their fulfillment
- Commission yearly financial audits and review the resultant reports and management letters provided by an external CPA firm
- Develop and procure resources to sustain the University's short- and long-term operations and advancement of its mission, including but not limited to:
 - Applying for annual grant from the DRBA Board
 - Working with the DRBA Board to develop campus grounds and buildings that DRBA owns

Section 4. Meetings

The Trustees shall meet a minimum of three (3) times a year. An annual meeting for the election of officers and the transaction of any other business shall be held near the end of the academic year at the principal office of the University or at such other time and place as may be designated by the Chairperson of the Board of Trustees or by the President. Special meetings for any purpose may be called at any time by the Chairperson of the Board of Trustees or by the President or by any three Trustees.

A quorum for any meeting shall be one plus one half of the members of the Board of Trustees then in office.

Reasonable notice of all meetings shall be given to the Trustees at least fourteen (14) days in advance thereof, as prescribed by the Chairperson of the Board of Trustees or by the President. The transaction of any meeting, however called and noticed and whenever held, shall be valid if a quorum is present and if, either before or after the meeting, each Trustee not present signs a written waiver of notice, or a consent to holding the meeting, or an approval of the minutes thereof. Any such waivers, consents, or approvals shall be filed with or made a part of the Board minutes.

Any action by the Board of Trustees may be taken without a meeting if all the members of the Board of Trustees individually or collectively consent in writing (electronic version shall suffice) to this action. Such written consent or consents shall be filed with or made a part of the Board minutes.

Section 5. Voting

Each Trustee shall have the right to cast one vote. A simple majority of those present, if a quorum is present, shall be sufficient for taking any action unless otherwise provided in these Bylaws.

Section 6. Liabilities

No person who is now, or who later becomes, a member of the Board of Trustees of this University shall be personally liable to its creditors for any indebtedness, obligation, or liability; and any and all creditors of this University shall look only to the assets of this University for payment. No member of the Board of Trustees shall have any liability for dues or assessments.

Section 7. Term of Office

The term of office for each member of the Board of Trustees shall be three (3) years. The start and end of the term of office for each Trustee should coincide with the start and end of the University's academic calendar.

Section 8. Election

For the election of members to complete the Board of Trustees, or to fill vacancies thereon, or for re-election, a simple majority vote of the members of the Board of Trustees then in office shall be required. Each member so elected shall serve for a full term of three years. Any member may succeed himself or herself in office for one or more additional terms and shall abstain from voting in his or her own re-election.

For a trustee who was elected to fill a vacancy at a meeting other than the annual meeting, his or her term of office shall end at the end of the third academic year after his or her election. A trustee who was first elected to fill vacancies may succeed himself or herself in office for one or more additional terms and shall abstain from voting in his or her own re-election.

Section 9. Nominations

Any member of the Board may suggest one or more persons for nomination to the Board. The Committee on Trusteeship shall investigate the qualifications of persons so suggested and shall nominate for election to the Board those who are approved by a vote of the committee. Notice of nomination shall be sent with the notice of the annual or special meeting of the Board of Trustees at which the nomination shall be considered.

All Trustees shall commit to conducting themselves ethically, professionally, and lawfully in their governance of the University. Further, in considering the qualifications of the candidates suggested by the members of the Board, the Committee on Trusteeship shall follow this guideline:

- A. A majority of the Trustees must be unaffiliated with the University. These “at-large” Trustees must not:
 - 1. Be employed by the institution
 - 2. Be family members related to the chief operating officers—the President, the Dean of Academics, the Dean of Students, and the Vice President for Administration and Finance
 - 3. Have a personal financial interest in the institution
 - 4. Be members of the governing board of DRBA
- B. All Trustees need to show commitment to serve DRBU, including:
 - 1. Demonstrating resonance with and understanding of DRBU’s mission and affinity with the constituencies served by the University
 - 2. Having some expertise in some aspect of the DRBU’s functioning
 - 3. Being willing and able to devote time and expertise to board work
- C. All Trustees must have at least one of the following qualifications, and all listed qualifications need to be represented on the Board by at least one (1) Trustee:
 - 1. Knowledge of higher education: one (1) or more Trustees shall have expertise in higher education to help the board understand issues in areas including DRBU’s programs, academic administration, faculty governance, learning outcomes, institutional effectiveness assurance, and accreditation

2. Financial expertise: one (1) or more Trustees shall have financial expertise in order to oversee planning, budgets, and audits. In particular, such knowledge and skills include:
 - a. An understanding of generally accepted accounting principles (GAAP), generally accepted auditing standards (GAAS), and financial statements
 - b. The ability to assess the general application of such principles and standards in connection with the accounting for estimates, accruals, and reserves
 - c. Experience preparing, auditing, analyzing, or evaluating financial statements that present a breadth and level of complexity of accounting issues that can reasonably be expected to be raised by the organization's financial statements, or experience actively supervising (that is, direct involvement with) one or more persons engaged in such activities
 - d. An understanding of internal controls and procedures for financial reporting
 - e. An understanding of audit committee functions
3. Board experience: one (1) or more Trustees shall have experience serving on or for other governing boards
4. Community leadership: one (1) or more Trustees shall be a community leader that brings stature to and strengthens the reputation of the University

Section 10. Resignation

Any member may resign at any time by giving written notice of such resignation to the Board of Trustees.

Section 11. Termination

Membership on the Board of Trustees is not transferable and shall be terminated by the death, resignation, or removal of a member. Any member may be removed by a simple majority vote of the members then in office.

Section 12. Trustee Compensation

Trustees do not receive any compensation related to their services to the University. The University may reimburse Trustees for expenses incurred while providing services to the University, such as any expense related to attending regular and special Board meetings.

Section 13. Honorary Trustees and Chancellors

From among those who have served at least one full term as Trustee of the University, the Board may elect by majority vote Honorary Trustees, from time to time. Honorary Trustees shall not be members of the Board of Trustees and shall not vote. Honorary Trustees shall have the right to

attend meetings of the Board of Trustees and participate in their deliberations. They shall receive all official notices and may elect to participate in annual commencement exercises. Honorary Trustees shall serve indefinitely until their terms are terminated by death or resignation, or for a period specified by the Board.

From time to time, the Board of Trustees may wish to appoint a leader of society to the position of Honorary Chancellor in recognition of that leader's contribution to society in areas such as (but not limited to) education and peace among people. Honorary Chancellors shall not be members of the Board of Trustees and shall not vote. They shall serve indefinitely until their terms are terminated by death or resignation.

Section 14. Compliance with Accrediting or Regulatory Bodies

The Board of Trustees shall ensure that the University is compliant with the applicable regulations, policies, procedures, and standards of external regulatory or accrediting bodies through which DRBU is seeking or has obtained accreditation or approval. Actions that the Board of Trustees shall take to ensure compliance include but are not limited to the following:

- A. Describing the University in identical terms to all accrediting and regulatory bodies
- B. Communicating promptly to accrediting and regulatory bodies any changes in the University's status
- C. Disclosing to accrediting and regulatory bodies any and all information these bodies require to carry out their accrediting or approving responsibilities, including the activities of governmental bodies and other accrediting agencies that involve DRBU and any investigations, reports, and legal actions taken by or against the University
- D. Contacting accrediting and regulatory bodies should any violation to accreditation standards or regulations occur

ARTICLE 3. EXECUTIVE OFFICERS

Section 1. Officers

The officers of the University shall be the Chairperson of the Board of Trustees, the Vice Chairperson of the Board of Trustees, the President of the University, a Secretary, and such other officers as the Board of Trustees may elect or appoint. One person may hold two or more offices, except the offices of President and Secretary. The President, the Dean of Academics, the Dean of Students, and the Vice President for Finance and Administration of the University may not also be the Chairperson of the Board of Trustees. Officers other than the Chairperson of the Board of Trustees need not be members of the Board of Trustees.

Section 2. Chairperson of the Board of Trustees

If present, the Chairperson of the Board of Trustees shall preside at all meetings of the Board of Trustees and exercise and perform such other powers and duties as may be from time to time assigned to him or her by the Board of Trustees or prescribed by these Bylaws. In the case of the

resignation, dismissal, death, or incapacity of the President, the Chairperson shall, in consultation with the Officers, appoint an interim President from the faculty with permanent appointment and shall immediately initiate the process to appoint a new President pursuant to the provisions of Article 3, Section 8, of these Bylaws.

The Chairperson shall be elected by a simple majority vote of the Board members present at the annual meeting of the Board, unless a special election is held and all Trustees duly notified.

Section 3. Vice Chairperson of the Board of Trustees

The Vice Chairperson of the Board shall, in the absence of the Chairperson of the Board, preside at a meeting of the Board of Trustees and exercise and perform such other powers and duties as may be from time to time assigned to him or her by the Board of Trustees or prescribed by these Bylaws. Upon the resignation, dismissal, death, or incapacity of the Chairperson of the Board, the Vice Chairperson shall serve as Chairperson of the Board until a new Chairperson is elected by the Board of Trustees.

The Vice Chairperson shall be elected by a simple majority vote of the Board members present at the annual meeting of the Board, unless a special election is held and all Trustees duly notified.

Section 4. President of the University

Subject to the oversight of the Board of Trustees and such supervisory powers as may be given by the Board of Trustees to the Chairperson of the Board of Trustees, the President shall be the Chief Executive Officer of the University and shall have general supervision, control, and direction of the affairs, the Faculty, the administration, and education policies of the University.

In the absence of the Chairperson and the Vice Chairperson of the Board of Trustees, the President shall preside at all meetings of the Board of Trustees. He or she shall be ex officio a member of the Board of Trustees and all its standing committees, and shall have the general powers and duties of management usually vested in the office of president of a university, and shall have such other powers and duties as may be prescribed by the Board of Trustees or these Bylaws.

The President shall attend all Board of Trustees meetings, except when the Trustees meet to consider matters relating to the President. He or she shall sign and deliver diplomas for academic and emeriti degrees conferred by the Board of Trustees

Section 5. Secretary

The Secretary shall keep or cause to be kept, at the principal office or such other place as the Board of Trustees may direct, a Book of Minutes of all meetings of the Board of Trustees. Such records shall include information such as the date, time, and location of each meeting; whether a meeting is regular or special; any notice given for it; and the names of those present at each meeting.

The Secretary shall keep the seal of the University and affix it to such papers and instruments as may be required, shall make service of such notices as may be proper, shall supervise the keeping of the records of the Board, and shall discharge such other duties of the office as prescribed by the Board of Trustees.

Section 6. Subordinate Officers

The Board of Trustees may appoint, and may empower the President to appoint, such other subordinate officers as the affairs of the University may require, each of whom shall hold office for such period, have such authority, and perform such duties as are provided in these Bylaws or as the Board of Trustees may from time to time determine.

Section 7. Appointment of Officers

A. Appointment of the President

The President of the University shall be appointed by the Board of Trustees for a term to be determined and renewable by the Board of Trustees. The Board of Trustees shall appoint the President as follows:

1. Provisions for Renewal of a Presidential Term

At the beginning of the last year of the current President's term, the Chairperson of the Board of Trustees shall determine if the President desires to serve an additional term. If the President desires to serve an additional term, the Chairperson shall appoint a Presidential Review Committee comprised of five (5) members of the Board of Trustees who are not also members of the faculty of the University. In consultation with the Faculty Presidential Review Committee (five [5] members of the Faculty appointed by the Instruction Committee, of which one member shall be a non-teaching Faculty), the Presidential Review Committee shall review the performance of the President. The Presidential Review Committee may then re-nominate the President for an additional term. If the Presidential Review Committee declines to re-nominate the President, or if the President is not re-appointed by the Board of Trustees, the Board of Trustees shall seek other candidates.

2. Provisions for Appointment of the President

To appoint a new President, or upon the resignation, dismissal, death, or incapacity of the President, the Chairperson shall appoint a Presidential Nominating Committee of five members of the Board of Trustees who are not also members of the faculty of the University. This Presidential Nominating Committee shall give priority consideration to candidates for President proposed by the Faculty of the University as outlined in the DRBU Faculty Governance.

The Committee shall nominate one of the candidates to be President. If the Board fails to appoint that nominee, the Presidential Nominating Committee shall nominate another candidate.

3. Review of the President

The Board of Trustees shall determine the regular interval at which to review the performance of the President. The Chairperson shall appoint a Presidential Review Committee comprised of five (5) members of the Board of Trustees who are not also members of the faculty of the University. In consultation with the Faculty Review Committee (five [5] members of the faculty appointed by the Instruction Committee, of which one member shall be a non-teaching faculty member), the Presidential Review Committee shall review the performance of the President at the interval determined by the Board of Trustees.

B. Appointment of Other Officers

The Board of Trustees shall elect and/or appoint all officers of the University other than the President for terms of one (1) year, or until their successors are elected and/or appointed and qualified. Any such officer shall be eligible for reappointment.

Section 8. Vacancies

A vacancy in any office because of death, resignation, or otherwise shall be filled by the Board of Trustees. If a vacancy occurs in any office, except the offices of Chairperson of the Board of Trustees or the President (which officers must be elected and/or appointed by the Board of Trustees), an officer may be appointed by the President to serve temporarily until the next meeting of the Board of Trustees.

Section 9. Removal

Any officer may be removed, either with or without cause, by the Board of Trustees by the affirmative vote of at least a simple majority of the Trustees present at any regular or special meeting thereof, or by any officer upon whom such power of removal may be conferred by the Board of Trustees.

Any officer may resign at any time by giving written notice to the Board of Trustees. Any such resignation shall take effect on the date of receipt of such notice or at any later date specified therein, and unless otherwise specified therein, the acceptance of the resignation shall not be necessary to make it effective.

ARTICLE 4. COMMITTEES

Section 1. Standing or Special Committees

There shall be four (4) standing committees of the Board of Trustees: the Committee on Instruction, the Finance Committee, the Audit Committee, and the Committee on Trusteeship.

The Board of Trustees may also constitute special committees, which shall have and exercise such authority and responsibilities as may be delegated to them by the Board of Trustees. Each committee may adopt rules for its own procedures which are not inconsistent with these Bylaws or with any direction from the Board of Trustees to such committee or committees.

Except for members ex officio, the Chairperson of the Board shall appoint the members of each committee from among the Trustees at a meeting of the Board of Trustees. Members ex officio may take full part in the deliberation of the committee but may only vote if they are also members of the Board of Trustees. The Chairperson of the Board of Trustees shall appoint a committee chairperson for renewable terms of three (3) years. The Chairperson of the Board of Trustees may appoint as members of special committees any member of the Board of Trustees or other qualified person.

Section 2. Committee on Instruction

The Committee on Instruction shall make recommendations to the Board of Trustees concerning the educational and academic programs of the University, as well as on matters relating to accreditation and faculty.

The Chairperson, the President, and the Dean of Academics of the University shall be members ex officio. There shall be a minimum of three (3) other members appointed from among the members of the Board, two (2) of whom must be “at-large” members of the Board. The Dean of Academic serves as the chairperson ex officio of this committee. At least one “at-large” member of the Committee shall have knowledge and experience in higher education. The Committee on Instruction shall meet at least once a year.

Section 3. Audit Committee

The Audit Committee ensures the University’s financial accountability and the adequacy of its financial management and controls. It receives and reviews the annual financial performance reports. The Committee validates the University’s accountability by commissioning and reviewing the results of an external financial audit annually. The Committee reports back to the Board its findings and recommendations for action.

The Chairperson, the President, and the Vice President for Finance and Administration shall be members ex officio. There shall be a minimum of three (3) members appointed from among the “at-large” Trustees. The chairperson of the Committee shall be appointed from among the members who are “at-large” trustees. At least one “at-large” member of the Committee shall have accounting and auditing expertise. The Audit Committee shall meet at least once a year.

Section 4. Finance Committee

The Finance Committee shall make recommendations to the Board of Trustees concerning the annual budget, the business and financial management of the University, and any long-range financial plans. The committee receives and reviews the University's annual budget and evaluates whether it is balanced and aimed at advancing DRBU's mission and its priorities. At its discretion, the Committee may also choose to examine one or more operating units' budgets. The Committee reports to the Board of Trustees the result of its evaluation and recommendations of actions, including putting forth a motion to the Board of Trustees to approve or reject the University's annual budget. The Finance Committee may choose to consult with DRBU's President, Vice President for Finance and Administration, and other finance personnel in order to understand the budget and rationale for specific allocations.

The Chairperson, the President, and the Vice President for Finance and Administration shall be members ex officio. There shall be a minimum of three (3) other members, two of whom shall be appointed from among the "at-large" Trustees. The chairperson of the Committee shall be appointed from among the members who are "at-large" trustees. At least one "at-large" member of the Committee shall have financial expertise. The Finance Committee shall meet at least once a year.

Section 5. Committee on Trusteeship

The Committee on Trusteeship shall actively investigate new prospects for Board membership and shall make recommendations for standards of Board membership. The Committee shall nominate candidates for election or re-election to the Board of Trustees, and for officers of the Board other than President. The Chairperson, President, and Secretary are members ex officio.

There shall be a minimum of three (3) other members chosen from among the members of the Board, two (2) of whom must be "at-large" Trustees, from whom the chairperson of the Committee shall be appointed. At least one member of the Committee on Trusteeship should have board governance experience. The Committee on Trusteeship shall meet at least once a year.

ARTICLE 5. ACADEMIC ADMINISTRATION

Fundamental responsibility for the operations of Dharma Realm Buddhist University rests, by law and the University Charter, with the Board of Trustees. These Bylaws, which are enacted by the Board of Trustees, set the basic framework of governance at the University and delegation of responsibility within such framework to the President and the Faculty.

Section 1. Organization of the Faculty

The Faculty of DRBU is comprised of:

- A. Administrative officers, responsible for organization and advancing the mission and carrying forward the work of the University, and

- B. Instructional staff, including professors and assistant professors, who are responsible for delivering DRBU's curricula to students.

Section 2. Responsibilities of the Faculty

The Faculty, for the purpose of the transaction of business, shall consist of both the administrative and instructional personnel. The Faculty is delegated the authority and the responsibility by these Bylaws to prescribe academic curricula, to adopt and refine instructional methods, and to carry on all of the educational and administrative functions of the University for the best interest thereof, except where the Board of Trustees may take general or special action in reference thereto. The Faculty shall have oversight of the non-academic life on the University campus, with such delegation of responsibility to committees or organizations from the campus community, including its student body, as is deemed appropriate.

Section 3. Responsibilities of the President

The President shall be named by the Board of Trustees to serve as the Chief Executive Officer of the University according to Article 3, Section 8, of these Bylaws. The President shall appoint the other administrative officers of DRBU subject to provisions of these Bylaws and the *Faculty Governance Manual*. The President shall attend the meetings of the Board of Trustees as an ex officio member. The President shall be the Board's principal advisor on all matters pertaining to the educational programs and the general welfare of DRBU and shall make recommendations for the proper conduct of the institution. The President may act with freedom from interference by the Board of Trustees within the lines of general policy laid down by the Board, but upon any particular matter upon which the Board of Trustees may have passed, the President shall follow the specific action taken.

Section 4. DRBU Administration

A major leadership role in DRBU's educational programs must inevitably rest with the President, under the policies of the Board of Trustees. In the administration of these programs, as with the fiscal and developmental aspects, however, responsibilities must be shared among other administrative officers and Faculty committees. The President shall present to the Board once a year a report on the organizational, administrative, and committee structures and their functioning.

Care shall be taken to see that there are clear delegations of responsibility and authority for establishing and maintaining instructional standards; for supervising the curricula and the work of the Registrar; for maintaining close and helpful associations with the members of the Faculty in their teaching and administrative capacity, and in relation to their salaries and working conditions; and for supervision of the fiscal and developmental activities.

ARTICLE 6. ADVISORY BOARD & BOARD OF VISITORS

Section 1. Advisory Board

The Board of Trustees from time to time may appoint selected individuals who are interested in the development and endowment of the University in introducing the University to new friends and potential benefactors, to serve as advisors when their areas of expertise are needed, and in generally fostering and advancing the welfare of the University to serve on the Advisory Board.

The individuals so appointed shall serve at the pleasure of the Board of Trustees for three-year terms. The President and the Chairperson of the Board shall serve as ex-officio members of the Advisory Board. Advisory Board members are not required nor expected to attend Board meetings but will receive notice of certain meetings of the Board of Trustees and are invited to attend meetings from time to time as needed.

The Advisory Board may elect a Chairperson and such officers as may be appropriate and may adopt rules for procedure which are not inconsistent with these Bylaws or policies established by the Board of Trustees.

Section 2. Board of Visitors

The Board of Trustees from time to time may appoint selected individuals of prominence who are interested in advancing the reputation and interests of the University to serve on a Board of Visitors. The individuals so appointed shall serve at the pleasure of the Board of Trustees for terms of indefinite duration.

The Board of Visitors may elect a Chairperson and such other officers as may be appropriate and may adopt rules for procedure which are not inconsistent with these Bylaws or policies established by the Board of Trustees.

ARTICLE 7. CONFLICT OF INTEREST

Trustees and Officers are fiduciaries of the University and are expected to avoid conflicts and the appearance of conflicts between their personal interests and the interests of the University. Trustees and Officers shall disclose any personal interest that may create a conflict with the interests of the University and to refrain from voting or otherwise influencing a decision of the University on any matter in which such a conflict or the appearance of a conflict exists.

Section 1. Definition of Conflict of Interest

A. A conflict of interest exists when the Trustee or Officer or any of her or his family:

1. Has an existing or potential financial or other interest which impairs or might appear to impair the Trustee's or Officer's independence of judgment in the discharge of her or his responsibilities to the University. Such a conflict will be presumed to exist when the Trustee or Officer or his or her family is (i) an officer, director, trustee, stockholder or partner in a closely-held, non-publicly traded corporation or other entity, or (ii) an officer, director, trustee, partner, or holder of

more than five percent of the issued and outstanding stock of a publicly traded corporation or other entity, and such entity does, or proposes to do, business with the University; or

2. May or will receive a direct or indirect material or financial benefit from confidential information belonging to the University; or

3. May or will receive gifts of any kind with a value greater than \$50.00 from organizations or businesses doing or seeking to do business with the University. Acceptance of such gifts is prohibited under this policy.

B. "Family" includes spouse, domestic partner, parents, siblings, children, or any other individuals living in the same household with the Trustee or Officer.

Section 2. Disclosure

A. Particular Transactions

A Trustee or Officer who believes that he or she or any member of his or her family may have a conflict of interest or may appear to have a conflict of interest with respect to any particular transaction shall promptly and fully disclose the conflict to the President and the Chairperson of the Board of Trustees, who shall take appropriate action.

B. Annual Statement

Each Trustee and Officer shall file a financial disclosure statement at least annually with the Secretary of the Board. Such statement shall include the names of any closely-held, non-publicly traded corporation or other entity of which the Trustee or Officer or his or her family is an officer, director, trustee, stockholder, or partner and the names of any publicly traded corporation or other entity in which the Trustee or Officer or his or her family member is an officer, director, trustee, partner, or holder of more than five percent of the issued and outstanding stock and that the Trustee or Officer reasonably believes does or may propose to do business with the University. Trustees and Officers have an affirmative obligation to update the financial disclosure statement as they become aware of changes in their financial situations.

C. General Treatment of Disclosures

1. All disclosures shall be made known to the Officers of the Board, which shall determine what action, if any, to take and whether further disclosure to other members of the Board is required.

2. All information concerning actual or potential conflicts of interest shall be maintained by the Secretary of the University and disclosed only to the Officers of the Board of Trustees and, if necessary, members of the Finance and Audit

Committee and consultants involved in the University's auditing process. In addition, members of the President's senior administrative team will receive information about disclosures on a need-to-know basis. Only the Officers jointly may decide to share disclosed information with others not listed above.

3. Any Trustee or Officer may request a determination from the Officers jointly as to the existence of a conflict of interest or the appearance of a conflict of interest.

4. The Secretary of the Board annually, and at other times on request from any member of the Board, shall make available to the members of the Board copies of this policy and forms for disclosing conflicts.

Section 3. Refrain from Voting or Influencing the Decision

The Trustee or Officer having such conflict shall not vote and shall not participate or use any personal influence in the discussion of the subject or make any recommendations regarding the subject. However, when the Trustee or Officer in consultation with the Officers deems it appropriate, the Trustee or Officer may be asked to briefly state the nature of the conflict to the entire Board and may also be asked to respond to pertinent questions from the other Trustees and Officers when the Trustee or Officer's knowledge of the subject will assist the Board. The minutes of any meeting attended by the Trustee or Director at which the subject involving the conflict is discussed shall reflect that a disclosure was made and that the director refrained from discussion, except to the extent provided above, and did not vote on the subject.

ARTICLE 8. MISCELLANEOUS

Section 1. Seal

This University shall have a seal in such form as may be approved by the Board of Trustees. The Secretary of the Board of Trustees shall keep the seal.

Section 2. Gifts

The Board of Trustees may accept on behalf of the University any contribution, gift, bequest, or devise for the general purpose or for any special purpose of the University.

Section 3. Contracts

The Board of Trustees may authorize any officer or officers, agent or agents of the University, in addition to any officers authorized by these Bylaws, to enter into any contract or execute and deliver any instrument in the name of and on behalf of the University, and such authority may be general or confined to specific instances.

Section 4. Securities

The President and the Secretary, or such other officer or officers as the Board of Trustees may select for that purpose, are authorized to vote, represent, and exercise on behalf of this University all rights incident to any and all voting securities of any other institution or institutions standing in the name of this University. The authority herein granted to said officers to vote or represent on behalf of this University any and all voting securities held by this University in any other institution or institutions may be exercised either by such officers in person or by any person authorized to do so by proxy or power of attorney duly executed by such officers.

ARTICLE 9. AMENDMENT OF BYLAWS

These Bylaws may be amended or repealed and new Bylaws adopted by the vote or written consent of a two-thirds majority of the members of the Board of Trustees when a quorum is present, or the vote of a simple majority of a quorum at a meeting called for that purpose and which is the vote of the majority of those present and voting.

ARTICLE 10. INDEMNIFICATION: ANNUAL STATEMENT OF CERTAIN TRANSACTIONS AND INDEMNIFICATIONS

Section 1. Legal Standing

Because Dharma Realm Buddhist University is not separate from Dharma Realm Buddhist Association and not a legal entity; in this article “the University” or “DRBU” refers to DRBA on behalf of the University.

Section 2. Transaction and Indemnification

A. The University shall indemnify any person who has been or is threatened to be made a party to any threatened, pending or completed action, suit, or proceeding, whether civil, criminal, administrative, or investigative (other than an action by or in the right of this University itself) by reason of the fact that this person is or was an agent of Dharma Realm Buddhist University (“agent” means trustee, officer, employee or other agent), against expenses, including attorneys’ fees, judgments, and amounts paid or incurred by him (or her) or rendered or levied against him (or her) in connection with such action, suit, or proceeding if this person acted in good faith and in a manner he (or she) reasonably believed to be in or not opposed to the best interests of the University. The termination of any action, suit, or proceeding by judgment, order, or settlement shall not of itself create a presumption that the person did not act in good faith and in a manner which he (or she) reasonably believed to be in or not opposed to the best interests of the University.

B. The University shall indemnify any person who has been or is threatened to be made a part to any threatened, pending or completed action, or suit by or in the name or on behalf of this University to procure a judgment in its favor by reason of the fact that he (or she) is or was such an agent against expenses, including attorneys’ fees, actually and reasonably paid or incurred by him (or her) in connection with the defense or settlement

of such action or suit if he (or she) acted in good faith and in a manner reasonably believed to be in or not opposed to the best interests of this University; provided, however, that no indemnification shall be made in respect of any claim, issue, or matter as to which such person shall have been adjudged to be liable for misfeasance or nonfeasance in the performance of his (or her) duty to this University, unless and only to the extent that, despite the adjudication of liability but in view of all circumstances of the case, such person fairly and equitably merits indemnification.

C. To the extent that a person who may be entitled to indemnification under this section is or has been successful on the merits or otherwise in defense of any action, suit, or proceeding referred to in subsections A or B, or in defense of any claim, issue, or matter therein, he (or she) shall be indemnified against expenses, including attorneys' fees, actually and reasonably paid or incurred by him in connection herewith.

D. Any indemnification under subsections A or B shall be made only as authorized in the specific case upon a determination that indemnification is proper in the circumstances according to the applicable standards of conduct set forth in those subsections. Such determination shall be made (1) by the Board of Trustees upon the majority vote of a quorum consisting of Trustees who were not parties to such action, suit, or proceeding, or (2) if such a quorum of disinterested Trustees so directs, or if no such quorum is available to act, by independent legal counsel in a written opinion, (3) if required by law, by the court in which such action, suit, or proceeding was brought, or another court of competent jurisdiction.

E. Expenses incurred in defending a civil action, suit, or proceeding may be paid by this University in advance of the final disposition of such action, suit, or proceeding as authorized in the manner provided in subsection D upon receipt of an undertaking by or on behalf of the Trustee to repay such amount unless it shall ultimately be determined that he (or she) is entitled to be indemnified as authorized in this section.

F. The provisions of this section shall apply to the estate, executors, administrators, heirs, legatees, or devisees of a person entitled to indemnification hereunder, and the term "person" where used in the section shall include the estate, executors, administrators, heirs, legatees, or devisees of such person.

Section 3. Statement of Transaction or Indemnification

The University shall furnish annually to the members of the Board of Trustees a statement of any transaction or indemnification described in Section 1 above, if such transaction or indemnification took place. Such annual statement shall be affixed to and sent with the notice of the annual general meeting.

Faculty Governance Manual

Fundamental responsibility for the operations of Dharma Realm Buddhist University rests, by law and the University Charter, with the Board of Trustees. The University Bylaws, which are enacted by the Board of Trustees, set the basic framework of governance at the University and delegation of responsibility within such framework to the President and the Faculty.

The Faculty shall consist of both the administrative and instructional personnel. The Faculty is delegated the authority and the responsibility by the University Bylaws to prescribe academic curricula, to adopt and refine instructional methods, and to carry on all of the educational and administrative functions of the University for the best interest thereof, except where the Board of Trustees may take general or special action in reference thereto. The Faculty shall have oversight of the non-academic life on the University campus with such delegation of responsibility to committees or organizations from the campus community, including its student body, as is deemed appropriate.

This *Faculty Governance Manual* further delineates, from the Bylaws, delegation of responsibility and the structure of governance among the Faculty.

1. Organization of the Faculty

The Faculty of DRBU is comprised of:

- a. Teaching Faculty: These are teaching personnel, hereafter referred to as “Professors,” who are responsible for delivering DRBU’s curricula to students.
- b. Administrative Faculty: These are administrative officers responsible for organization and advancing the mission and carrying forward the work of the University.

The following administrative officers comprise the Administrative Faculty:

- President
- Dean of Academics
- Dean of Students
- Vice President for Finance and Administration
- Associate Dean of Academic Affairs
- Associate Dean of Program Development
- University Librarian
- Associate Dean of Campus Life
- Registrar
- Director of Admissions and Financial Aid

- Director of Finance
- Director of Development and Strategic Planning
- Director of Communications

c. Administrative Council

A major leadership role in the University's educational programs must inevitably rest with the President, under the policies of the Board of Trustees. In the administration of these programs, as with the fiscal and developmental aspects, however, responsibilities must be shared among other administrative officers and Faculty committees.

The President, the Dean of Academics, the Dean of Students, and the Vice President for Finance and Administration form the Administrative Council, which assists the President in the governance, direction, and development of the University.

The President shall concurrently act as a Professor, at least on a part-time basis, during his or her service as the President of the University. Therefore, he or she may teach as a professor at his or her leisure or if a need for teaching personnel arises. The responsibility of assigning courses to all professors, including the President-as-a-professor, rests with the Dean of Academics. The President shall consult with the Dean of Academics to determine the need for him or her to teach. As a professor, the President participates in professor meetings, including discussions on revising the curriculum, and can vote as a professor on matters related to instruction according to Section 5 of this manual.

The Dean of Academics shall be selected from among the Professors and shall continue to act as a Professor, at least on a part-time basis, during his or her service as the Dean of Academics of the University. The other members of the Administrative Faculty may, whenever possible and with the approval of the Dean of Academics and the Instruction Committee, also act as Professors.

2. Responsibilities of the Teaching Faculty

a. The primary responsibility of Professors is effective teaching in DRBU's educational programs. Given the integrated nature of these programs, Professors shall:

- (i) Work collectively to organize and determine all instructional matters such as content, methods of teaching, learning objectives, and methods of evaluation and assessment.
- (ii) Make themselves as knowledgeable as possible about all aspects of the University's programs.

b. In addition to classroom teaching, all Professors are expected to:

- (i) Provide adequate evaluation and feedback to students, including but not limited to grading student work and conducting regular individual student conferences.
- (ii) Advise and make themselves available, to a reasonable extent, to students.
- (iii) Contribute to other instruction-related activities such as those related to assessment of student learning and the University's accreditation.
- (iv) Serve on standing and ad hoc Faculty committees.
- (v) Attend all required Faculty functions, including but not limited to Faculty meetings and retreats, and matriculation and commencement exercises.

Professors shall recommend to the Board of Trustees candidates for degrees.

(Please consult "Professors' Plan of Employment" in the *Faculty Handbook* for more details on workload, appointment and promotion, and qualitative criteria for evaluation for Professors.)

3. Responsibilities of the Administrative Faculty

a. The President of the University, subject to the direction of the Board of Trustees, shall have general supervision, direction, and control of the affairs, administration, and educational policies of the University, and of the Faculty and Students.

- (i) After consultation with a special committee selected from among the Faculty by the permanent Professors, the President shall recommend to the Trustees a Professor as a candidate to serve as the Dean of Academics.
- (ii) He or she shall recommend to the Trustees a candidate to serve as the Dean of Students.
- (iii) He or she shall recommend to the Trustees a candidate to serve as the Vice President for Finance and Administration.
- (iv) He or she shall appoint or delegate the power to appoint such Faculty committees as may be necessary for the administration of the university and for which no provision is otherwise made.
- (v) He or she shall be, ex officio, a member of all Faculty committees.

b. The Dean of Academics shall have as his or her primary duty, under the president, the organization and supervision of the undergraduate and graduate programs of the University.

(i) He or she shall serve as the Chairperson of the Instruction Committee.

(ii) In conjunction with the Instruction Committee, the Dean of Academics shall recommend to the President qualified Professors for appointment.

(iii) During the President's absence from the university, the Dean of Academics shall exercise the President's prerogative of final administrative decision.

(iv) He or she shall appoint a Professor with permanent appointment to act in the capacity of the Dean of Academics during his or her absence from the university campus.

(v) In order to assist in carrying out his or her responsibilities for the administration and improvement of the academic programs, he or she shall recommend to the president candidates to appoint to the positions of Associate Dean of Academic Affairs, the Associate Dean of Program Development, and the University Librarian.

(vi) With the advice and concurrence of the Instruction Committee, he or she shall annually present a Report on Instruction to the Faculty at a fall meeting. Upon approval by the Faculty, the report shall be presented to the Board of Trustees.

(vii) In conjunction with the Instruction Committee, he or she shall recommend to the President that, in the best interest of the university, a Professor be relieved at any time of his or her teaching duties in whole or in part.

c. The Dean of Students shall have as his or her primary duty, under the President, the services to and programs for undergraduate and graduate students in support of the mission of the University. He or she shall be responsible for the general welfare of the students.

(i) In order to assist in carrying out his or her responsibilities for the general welfare of the students, he or she shall recommend to the President candidates to serve in the positions of Associate Dean of Campus Life, Registrar, and Director of Admissions and Financial Aid.

(ii) In conjunction with the Student Affairs Committee, he or she shall establish such policies and rules of conduct and means of enforcement as may be deemed necessary to maintain the positive environment and spirit of the University community.

d. The Vice President for Finance and Administration is primarily responsible for the administration of the financial and non-academic internal affairs of the University.

(i) He or she shall formulate and administer the annual budget of the University and shall act as the contract administrator for capital projects.

(ii) He or she also shall oversee the organization and direction of the University's efforts to obtain contributions to support its operation and development.

(iii) In order to assist in carrying out his or her responsibilities for the administration and financial management of the University, he or she shall recommend to the President candidates for appointment to the positions of Director of Finance, Director of Development and Strategic Planning, and Director of Communications.

e. The Associate Dean of Academic Affairs assists the Dean of Academics in the day-to-day academic administration of the University, including assessment of academic programs and other services. He or she also oversees the operations of academic support services.

f. The Associate Dean of Program Development assists the Dean of Academics in coordinating professors' efforts in designing, developing, and revising the academic programs. In addition, he or she is also responsible for administration of faculty and student academic policies.

g. The University Librarian is responsible for the operations of the University Library. The Librarian works with the Faculty Library Committee on procurement, collection, and policies concerning the library.

h. The Associate Dean of Campus Life assists the Dean of Students in overseeing and coordinating the essential services that the University provides to students to support their life and activities outside of the classroom. These services include residential services, dining services, health and counseling services, and student co-curricular activities.

i. The Registrar is primarily responsible for preparing and supervising students' registration. The Registrar supervises the maintenance of student records and the provision of records services to the University community. He or she also coordinates the scheduling and conferral of degrees.

j. The Director of Admissions and Financial Aid manages the admission application processes for University programs. He or she coordinates the selection and enrollment of incoming freshmen and first-year graduate students. He or she also administers the University's financial aid programs. He or she shall serve as the chairperson ex officio on the Faculty Admissions Committee.

h. The Director of Development and Strategic Planning assists the Vice President for Finance and Administration in coordinating and overseeing the operations of the University's development efforts.

i. The Director of Finance supports the Vice President for Finance and Administration in the administration of the University's budget and expenditures, including the University's payroll. He or she also maintains the appropriate accounting records and supervises the administration of the University's human resources system.

j. The Director of Communications is responsible for providing information about the University and its people and programs. He or she works with media outlets to generate coverage, produces print and electronic collateral, manages the University's online presence, provides communication counsel to the campus community, and facilitates communication among students, faculty, and staff.

k. Other Administrative Faculty

(i) Other members of the Administrative Faculty are appointed by the President based on recommendations from the members of the Administrative Council. The President ultimately has executive authority over the Administrative Faculty.

(ii) A Professor may act in the capacity of an Administrative Faculty member. Conversely, an Administrative Faculty member can be appointed as a Professor according to the provisions in the Professors' Plan of Employment.

(iii) The Administrative Faculty may meet as a group to facilitate working and discussing matters pertinent to them in the running of the University and communication with other members of the University.

(iv) The President, in consultation with the Administrative Council, may change the list of Administrative Faculty as necessary to improve the running of the University.

4. Meetings of the Faculty

The Faculty Meeting exercises the plenary powers of the Faculty. In the conduct of business, it makes decisions and formulates recommendations through a process of democratic decision-making. The Faculty Meeting delegates some of its responsibilities to standing and ad hoc committees that it creates.

a. The President shall call the regular meeting of the Faculty monthly, except during the two months of December and January, when only one meeting shall be called. The

President shall preside over the regular Faculty meetings. In the absence of the President and the Dean of Academics, the Faculty shall elect one of its members to preside. The President shall work with the Recording Clerk on the minutes of the Faculty meetings.

b. The Faculty shall appoint a Recording Clerk at the last Faculty meeting of the academic year to record Faculty discussion and action, notify all involved when Faculty action has been taken, maintain Faculty minutes, and notify Faculty committees of reports and evaluations that are to be made to the Faculty meeting. The term of Recording Clerk is one year, with a possible one-year extension.

c. Special meetings of the Faculty may be called by the President, Dean of Academics, or at the request of five members of the Faculty upon giving due notice to the faculty. Due notice shall be understood to be no less than three days' notice, except in the cases of emergency.

d. A simple majority of the members of the Faculty shall constitute a quorum for the transaction of business at any regular or special Faculty meeting, provided no less than a simple majority of Professors shall be present.

e. Only Teaching Faculty may vote on instructional matters; all Faculty members may vote on all matters not otherwise restricted.

5. Curricular and Instructional Changes

The Professors shall be responsible for maintaining, revising, and improving the programs to best further the University's mission. With the Dean of Academics as their leader, Professors shall deliberate and decide on all instructional matters as a group.

a. At a regular monthly meeting, the Dean of Academics and the Instruction Committee shall call for submission from the Professors of instructional change proposals that the Faculty shall consider at the next monthly Faculty meeting, typically the last one of the academic year.

b. Professors (individually or with others) may submit instructional change proposals in writing no later than two weeks prior to the Faculty meeting at which the proposals are to be presented and discussed.

c. The Instruction Committee, chaired by the Dean of Academics, shall review the proposals and select from them a set to present and recommend to the Professors for adoption at the Faculty meeting.

d. Upon either a petition of not less than five Professors or a request from the President, the Dean of Academics and Instruction Committee shall consider any recommendation

concerning instruction and shall report to the Faculty within one year their proposal concerning it.

e. If after a full discussion on any proposal so presented there be no objection on the part of any Professor, the measure stands approved and becomes effective as of the date specified in the proposal.

f. If after full discussion a Professor objects to the proposal and holds to the objection, the proposal shall be submitted to a vote of the Professors at a special Faculty meeting called by the Presidents within one month's time.

g. Any objections that have been made and held to shall be submitted in writing and shall be transmitted immediately in writing to all members of the Faculty.

h. The vote may then be taken and tallied by the President in such a fashion that the Professors shall have recorded their decision acting as a whole. If the proposal is passed by simple majority vote, then the measure stands approved and shall become effective as of the date specified in the proposal.

6. Faculty Committees and Liaison

a. Instruction Committee

(i) The Instruction Committee shares with its Chair responsibility for the programs of instruction of the University. According to increases in DRBU's student enrollment, it shall eventually consist of six Professors in addition to the Dean of Academics, who shall serve as the Chairperson of the Committee. These Professors shall be elected. The President shall sit with the Committee ex officio.

(ii) Each of the members of the Instruction Committee shall serve for a term of three years, and the terms shall be arranged in such a way that each year the terms of two members shall expire. Terms begin and end the day following commencement exercises. Annually the President with the Dean of Academics, after consulting with the Instruction Committee and seeking the advice of the other Professors, shall at the last regular Faculty meeting nominate three Professors, of whom two shall be elected by the Professors to membership on the Instruction Committee. The Faculty shall be informed of the names of the nominees prior to the meeting at which the election occurs. At the expiration of the three-year term, a member of the Instruction Committee shall for one year be ineligible for reelection.

(iii) If for any reason a member of the Instruction Committee is unable to serve for a part of his or her term, another Professor shall be chosen to serve for that

part of the term. For this purpose the President and the Dean of Academics, in consultation with the Instruction Committee, shall nominate two Professors, of whom the Professors shall elect one in a regular Faculty meeting.

(iv) When the Board of Trustees initiates a review of the President by establishing a Trustees Presidential Review Committee, the Instruction Committee shall appoint a Faculty Presidential Review Committee comprising five members of the Faculty, of which one shall be a member of the Administrative Faculty, to perform the review of the President. This Faculty Presidential Review Committee shall report its findings to the Trustees Presidential Review Committee for it to make a report to the Board of Trustees as a whole. In the case that the Board of Trustees initiates the review to consider the President's reappointment, the Faculty Presidential Review Committee shall also make a recommendation to its Trustee counterpart committee on whether the President shall be reappointed.

(v) When the Board of Trustees begins a search for a new President by establishing a Trustees Presidential Search Committee, the Instruction Committee shall appoint a Faculty Presidential Search Committee comprising five members of the Faculty, of which one shall be a member of the Administrative Faculty, to search for and recommend a presidential candidate to the Trustees Presidential Search Committee. The Trustees Presidential Search Committee may nominate the candidate to the Board of Trustees for appointment. If the Board of Trustees does not appoint the candidate recommended by the Trustees Presidential Search Committee, then the Faculty Presidential Search Committee shall recommend another candidate.

(vi) Each year the Chair of the Instruction Committee shall, after consultation with the Instruction Committee, submit a Statement of Instruction to the Faculty as a whole for discussion. The President shall present the Statement, together with an account of the Faculty discussion of it and their responses to it, as a report to the Board of Trustees for its consideration.

(vii) Should the Chair of the Instruction Committee or the Chairperson of the Board of Trustees deem it appropriate, the Chair of the Instruction Committee shall report to the Board on instructional matters and shall respond to such questions as the Board, through its Chairperson, may ask.

b. Library Committee

(i) The President, in consultation with the University Librarian and the Dean of Academics, shall appoint three Professors to serve as a Library Committee. The President, the Dean of Academics, and the Librarian shall themselves be ex officio members of the Committee, and the Librarian shall serve as Chair. It shall be the duty of the Library Committee to assist the Librarian in ensuring that the

library serves the ends of the University and its programs; it shall be their duty to advise the Librarian in regard to library policy and acquisitions.

(ii) Each member of the Library Committee shall serve for a term of three years, and the terms shall be arranged in such a way that each year the term of one member shall expire. Terms begin and end the day following commencement exercises. If for any reason a member of the Library Committee is unable to serve for a part of his or her term, another Professor shall be chosen to serve for that part of the term. For this purpose the President, in consultation with the University Librarian and the Dean of Academics, shall appoint a professor to serve the remainder of the original term.

c. Admissions Committee

(i) The President, in consultation with the Director of Admissions and Financial Aid, the Dean of Students, and the Dean of Academics, shall appoint three Professors to serve as an Admissions Committee. The President, the Deans, and the Director of Admissions and Financial Aid shall be members ex officio of the Committee, and the Director of Admissions and Financial Aid shall act as Chair. The Admissions Committee shall review student applications. Its members will conduct student interviews where necessary, and they shall then select specific students for admission to the University. In consultation with the Administrative Council, the Admissions Committee shall set and revise general policy guidelines in selection of students for admission to the University.

(ii) Each member of the Admissions Committee shall serve for a term of three years, and the terms shall be arranged in such a way that each year the term of one member shall expire. Terms begin and end the day following commencement exercises. If for any reason a member of the Admissions Committee is unable to serve for a part of his or her term, another Professor shall be chosen to serve for that part of the term. For this purpose the President, in consultation with the Director of Admissions and Financial Aid, the Dean of Students, and the Dean of Academics, shall appoint a professor to serve the remainder of the original term.

d. Student Affairs Liaison

(i) The President, in consultation with the Dean of Students and the Dean of Academics, shall appoint one Professor to serve as the Student Affairs Liaison. The Student Affairs Liaison shall work closely with the Dean of Students and the Office of Campus Life. The liaison shall participate in the Student Affairs meetings, especially when matters concerning student policies, student conduct, reparations, and grievances are on the agenda. The Liaison shall serve as a resource for other professors on student affairs and take leadership in coordinating initiatives and projects that require close collaboration between the Professors and the Office of Campus Life.

(ii) The Student Affairs Liaison shall serve for a term of one year. A liaison's term can be extended once for second term of one year. Terms begin and end the day following commencement exercises. If for any reason the professor serving as the liaison is unable to serve for a part of his or her term, another Professor shall be chosen to serve for that part of the term. For this purpose the President, in consultation with the Dean of Students and the Dean of Academics, shall appoint a professor to serve the remainder of the original term.

6. Amendments to These Policies

Amendments to governance policies can occur in the following ways:

a. Changes can be initiated by the President, the Instructional Committee, or by a group of five Faculty members, at least three of which must be Professors. Changes are framed as suggestions.

b. Additionally, every five years the President and the Dean of Academics will appoint a committee of three Faculty members, at least two of which must be Professors, to assess the current governance and suggest possible changes.

If changes are suggested in either of these two ways, the Faculty shall vote whether to accept or reject the proposed changes. A two-thirds majority of the Faculty, including at least a two-thirds majority of the Professors, shall determine such votes.

Amendments approved this way shall be submitted to the Board of Trustees for ratification.

7. Statement of Academic Freedom

Although Dharma Realm Buddhist University (DRBU) has a religious affiliation—that is, the University is embedded in the broader Buddhist institution of Dharma Realm Buddhist Association—academic freedom is one of its central tenets. Indeed, all aspects of DRBU's pedagogical design and curriculum center on one goal: that each student develops the capacity to be an independent thinker. A core assumption underlying the University's teaching methodology is that the text, instructor, and student form a triangular relationship of inquiry in which none of the three may be presumed as "the measure of all things." Rather, "authority" is posited to emerge through the interaction among the three.

The context of the school is unmistakably Buddhist. In the course of a student's studies and campus life, he or she will encounter Buddhist ideas and practices. It is up to the student, however, to decide which, if any, of these to hold and accept. In the classroom, Buddhist ideas are held to the same level of questioning and scrutiny as any others. Students are free, and

explicitly encouraged, to examine and to consider all the views they encounter, including their own. No student is subject to any pressure, overt or otherwise, to subscribe to a particular ideology.

Professors are citizens, members of a learned profession, and members of the University community. When they speak or write as citizens, they shall be free from DRBU censorship or discipline, but their special position in the community imposes special obligations. As scholars and teachers, they should remember that the public may judge their professions and DRBU by their utterances. Hence, they should at all times be accurate, exercise appropriate restraint, show respect for the opinions of others, and make every effort to indicate that they are not speaking for DRBU. Professors are free to hold any view and are not subject to any pressure, overt or otherwise, to subscribe to a particular ideology.

Any member of the University community, including a professor or a student, who feels that he or she has endured a grievable act or acts related to academic freedom should follow the appropriate grievance procedure outlined in the University Catalog and in section 8 of this Faculty Governance Manual.

8. Grievance Procedure

The University has established this grievance procedure for resolving complaints of discrimination or harassment.

1. "Grievance" shall mean any complaint by one or more students or employees of the University that there has been a violation of University policies or procedures because of race, religion, age, sex (including complaints of sexual harassment or sexual violence), national origin, color, disability or handicap, or any other protected classification or protected activity.
2. Grievance procedures should be initiated within thirty days from the time the grievant knew, or should have known, of the circumstances giving rise to the grievance. The time limit may be extended under special circumstances.
3. Teaching faculty should present their grievance to the Associate Dean of Academic Affairs. Administrative faculty and staff should approach the Human Resources Administrator. Students should report to the Associate Dean of Campus Life.
4. If the grievance is not satisfactorily resolved, the grievant should present the grievance in writing to the appropriate lead administrators: teaching faculty should report to the Dean of Academics, administrative faculty and staff should report to the Vice President for Finance and Administration, and students should report to the Dean of Students. The lead administrator will form a Grievance Committee composed of at least three people: (1) a lead administrator, (2) a teaching faculty member, and (3) an administrative faculty or staff member.

If a grievance involves the lead administrator or it would otherwise be a conflict of interest for one of them to be involved in the investigation, the grievance should be presented to the President, who will form the committee to complete the investigation of the complaint. If the grievance involves the President, then the complaint will be presented to the Chair of the DRBU Board of Trustees to form a Grievance Committee.

5. The complaint will then be presented to the Grievance Committee according to the following procedure:
 - a. The Associate Dean of Academic Affairs, Human Resources Administrator, or the Associate Dean of Campus Life will present the complaint to the Grievance Committee within ten days after completion of the investigation. The Grievance Committee will promptly schedule a hearing. The person against whom discrimination or harassment is alleged (the respondent) will be given notice in writing of the allegations at least ten days before any hearing is held.
 - b. Both the respondent and the complainant will be given an opportunity to speak to the Grievance Committee separately.
 - c. The Grievance Committee shall have the authority to call witnesses as it deems appropriate. Both the complainant and the respondent may request that the Grievance Committee call specific witnesses. The committee will make reasonable efforts to do so, but reserves the right to decline any request when it concludes that a witness does not possess relevant information, that the witness's evidence would be cumulative, or when a witness is unavailable.
 - d. Legal representation during the hearing is not part of the University's grievance procedure. However, both the respondent and the complainant shall have the right to be accompanied at the hearing by another member of the University community chosen by them.
 - e. The University will make reasonable efforts to preserve the confidentiality of the allegations and the proceedings.
 - f. The Grievance Committee shall keep a written record of the hearing.
 - g. The Grievance Committee shall use a "preponderance of the evidence" standard to determine the outcome of a complaint (i.e., whether it is more likely than not that the harassment or discrimination occurred).
6. The recommendation of the Grievance Committee shall be determined within ten days after the hearing and reported to the appropriate lead administrator: Dean of Academics, Vice President for Finance and Administration, or Dean of Students. The lead administrator will

implement the recommendations of the Grievance Committee-whether the grievant or respondent is a student, faculty member, or staff member.

7. Both the complainant and the respondent shall be notified of the outcome of the grievance procedure. For cases of sexual harassment or violence, the University must disclose to the complainant information about the sanction imposed on the perpetrator when such sanction directly results from the perpetrator's conduct toward the harassed individual.
8. If dissatisfied with the outcome, either party may file a final written appeal to the President within ten days of being notified of the outcome of the grievance procedure.
9. At any stage, an equitable resolution may be reached and the grievance concluded at that point. A complainant may file a complaint or charge simultaneously with the Bureau for Private Postsecondary Education or other external agency, where permitted by such agency.

Annotated DRBU Professors' Plan of Employment

Summaries of the Faculty Review Committee proposals adopted by DRBU professors in April 2017, to clarify the process of teaching faculty review, is appended inline in italics, below.

1. Responsibilities

a. The primary responsibility of professors is effective teaching in DRBU's educational programs.

According to the Faculty Governance Manual, teaching faculty are "teaching personnel, hereafter referred to as "professors," who are responsible for delivering DRBU's curricula to students." The term "professors" applies to both permanent and nonpermanent (or assistant) professors. In addition to professors, another group of teaching personnel, instructors, teach and support student learning. The introduction of instructors into DRBU was circumstantial and not by design, and therefore the category of instructor does not appear in DRBU's governance documents. DRBU does not intend to add "instructor" as a category of teaching faculty but instead will work with existing instructors to find different ways for them to continue their service to DRBU, such as by creating a path for them to become professors or grandfather them in as instructors in a legacy category.

Given the integrated nature of these programs, professors shall:

(i) Work collectively to organize and determine all instructional matters such as content, methods of teaching, learning objectives, and methods of evaluation and assessment.

(ii) Make themselves as knowledgeable as possible about all aspects of the University's programs.

b. In addition to classroom teaching, all professors are expected to:

(i) Provide adequate evaluation and feedback to students, including but not limited to grading student work and conducting regular individual student conferences.

(ii) Advise and make themselves available, to a reasonable extent, to students.

(iii) Contribute to other instruction-related activities such as those related to assessment of student learning and the University's accreditation.

(iv) Serve on standing and ad hoc Faculty committees.

(v) Attend all required Faculty functions, including but not limited to Faculty

meetings and retreats, and matriculation and commencement exercises.

c. Full-time professors are expected to teach three to four courses per semester (approximately nine to twelve hours of classroom time). The Dean, in consultation with the Instruction Committee, may grant a professor course relief to perform alternate duties such as administrative work and auditing a course for the professor's development. Professors who teach fewer than three courses per semester without granted course relief are considered part-time professors.

2. Professors shall recommend to the Board of Trustees candidates for degrees.

3. Appointment and Reappointment of Professors

The following review procedure is designed for professors who are seeking reappointment and permanent appointment. However, DRBU's teaching faculty recognizes the importance of reviews for senior (permanent) professors as an aid to professors' continued development and to ensure effective teaching. The five review criteria maintain their relevance after permanent appointment, although emphasis, expectations, frequency of review, and instruments used for collecting evidence may vary after permanent appointment—with reviews likely becoming more streamlined and less frequent. DRBU will, for post-tenure reviews, stress that these do not call into question the professors' permanent status.

The President shall make non-permanent appointment of professors in accordance with the recommendation of the Dean of Academics and the Instruction Committee. Permanent appointments of professors shall be made by the Board of Trustees upon recommendation of the President. The President shall make such recommendations in accordance with the recommendation of the Dean of Academics and the Instruction Committee.

a. The Instruction Committee and the Dean of Academics, in deliberating on the reappointment of professors, shall consider the following qualitative criteria:

(i) Excellence in intellect and imagination.

The Committee proposes that this criterion be used positively, not negatively; that is, like a "cherry" on top of a sundae. Lack of evidence in a professor's portfolio to support this criterion should not negatively prejudice the review.

(ii) Serious engagement with and commitment to DRBU's programs, as demonstrated by continued learning in the areas they encompass, an increasing awareness and understanding of the deep questions the programs raise, and meaningful contribution to the learning of colleagues and students in the classroom and beyond.

Examples of evidence in these three areas include:

- *Leadership or participation in faculty, staff, and student study groups pertinent to the programs*
- *Curriculum development consistent with DRBU's mission and model*
 - *Participation in program design and development*
 - *Strand and course development and revision*
 - *Creation of new or significant revised syllabi*
 - *Preparation of course materials*
- *Leadership or participation in recruiting*
- *Leadership or participation in university development*
- *Leadership or participation in campus life programs and activities*
- *Leadership or participation in co-curricular programs and activities*
- *Creating promotional materials for DRBU*
- *Scholarship activities, as defined by the proposal below*
 - *Writing, presenting, and publishing articles, essays, and papers*
 - *Organizing and attending workshops and conferences*
 - *Translation.*

Proposal on Scholarship

- *Adopt and act on WSCUC's recommended scholarship activity: "to publish and present papers on the nature and benefit of DRBU's programs"*
- *Incorporate scholarship activity under existing criterion 2: "Serious engagement with and commitment to DRBU's programs."*
- *The Faculty Review Committee (or a new committee) is to work on ways to expand such activity after WSCUC review.*

(iii) Competence in leading small, seminar-style classes, demonstrated in part by modeling skills and methods for learning, close listening, and being a resourceful guide to student inquiry.

The Committee proposes the following. The criterion lists the following three dimensions as part of competent teaching:

- *Modeling skills and methods for learning*
- *Close listening*
- *Being a resourceful guide for student inquiry.*

"Modeling skills & methods for learning": The professor eschews professing, to act instead as a model for close reading and shared inquiry; demonstrates how to raise significant and deepening questions of the text and of members in the course of discussion; engages in clear and purposeful communication; is well prepared, well organized, and knowledgeable about course materials; and demonstrates commitment to and excitement about the texts at hand.

"Close listening": The professor listens deeply to students' comments, taking time to ensure each student's ideas are heard and understood and asking questions for clarification or drawing out a line of thought. Close listening is characterized by

an openness to and interest in what the student brings to the table rather than an adherence to one's own views. The professor has the flexibility to adjust to high or low levels of interest, engagement, and preparation.

"Being a resourceful guide to student inquiry": The professor guides students to be independent learners, helps clarify the issues, serves as a sounding board or mirror that reflects and thereby indirectly facilitates the student's own understanding, fosters a conducive classroom environment for discussion, provides feedback to students, is available to meet with students, gains the students' active participation and interest, challenges and extends students' intellectual capacities, and supports students who have learning difficulties and challenges.

In addition, the Professor's teaching reflects and aligns with DRBU's mission, pedagogy, and integration of curriculum.

Examples of evidence for this criterion include:

- *Student course evaluations*
- *Self-assessment and teaching statement*
- *Participation in professor working groups on teaching such as a teaching circle or an archon group*
- *Interviews with or written feedback co-instructors*
- *Interviews with senior or former students*
- *Peer observation*
- *Dean/Instruction Committee observation (optional).*

Documents DRBU plans to create for gathering evidence:

- *Rubrics for competent teaching*
- *Self-assessment questionnaire*
- *Assessment form for classroom observers*
- *Questionnaires for interviewing co-instructors and senior students.*

As with others, this criterion needs to be applied more rigorously in three successive reviews leading up to permanent appointment. One way to do this would be to include more types of evidence for each successive review.

(iv) Willingness and ability to teach in all parts of DRBU's programs.

The Committee proposes that a professor is required, as a rule of thumb, to teach sixteen (16) different courses in the MA and the BA curricula prior to receiving permanent appointment.

- *When assigning courses, the Dean and the Instruction Committee will consult with professors on their interests, balancing them with the programs' needs.*

- *The Office of Academic Affairs will maintain a record of courses taught by each professor.*
- *Given that adjustments to the BA program are still being made, specifying what these 16 courses should be is premature at this point. The Dean and the Instruction Committee (or its interim counterpart) can come up with an adjusted requirement before DRBU enrollment reaches a level that allows for implementation of this rule of thumb.*
- *This criterion will become practicable when DRBU matriculates multiple MA and BA cohorts per year.*

(v) Responsiveness to the needs of DRBU's community as a civil and collegial member.

The Committee proposes the following statement to guide considerations on collegiality: "The professor exhibits the ability to build and maintain civic relationships."

Examples of evidence supporting the two parts of this criterion include:

- *Responsiveness to the needs of DRBU's community*
 - *Membership on committees*
 - *Carrying out administrative duties*
 - *Informal and formal student advising (academic or otherwise)*
 - *Participation in student activities.*
- *"responsiveness" can be evidenced by a list of services provided, accompanied by a narrative from the professor under review.*

Possible tools for gathering evidence:

- *Interview with or written feedback from co-instructors*
- *Interview with senior students*
- *Interview with or written feedback from other members of faculty and staff.*

A non-permanent appointment as professor establishes the possibility, but not the presumption, of its renewal and the granting of a permanent appointment. Procedures for considering non-permanent appointments differ from those for considering permanent appointments. With each successive reappointment, the criteria are applied more rigorously. For a permanent appointment, the application is especially strict.

b. The schedule of regular appointment of professors shall be either (i)(a) or (i)(b) below, to be decided by the President in accordance with the recommendation of the Dean of Academics and the Instruction Committee. All non-permanent appointments end on June 30.

(i)(a) New professors shall be appointed for one year unless they are appointed at mid-year, in which case the initial appointment shall be for a year and a half. First reappointments shall be for one year. Second and third reappointments shall be for two and three years, respectively.

(i)(b) New professors shall be appointed for two years unless they are appointed at mid-year, in which case the initial appointment shall be for a year and a half. First and second reappointments shall be for two and three years, respectively.

(ii) A professor who has completed a three-year appointment as specified in (i)(a) and (i)(b) must either be given a permanent appointment or not be reappointed as professor. A professor becomes eligible for permanent appointment after four years of service at DRBU. Procedures leading to a recommendation for an early permanent appointment shall be initiated by the Dean of Academics and Instruction Committee, but not without the consent of the appointee, and shall not prejudice subsequent consideration for a permanent appointment.

(iii) Before making recommendations to the President on permanent appointments, the Dean of Academics shall consult with the Instruction Committee and, if appropriate, seek the advice of the other Faculty.

(iv) To be recommended for a permanent appointment, a professor must have served full-time for the two years immediately preceding the year in which that recommendation is made, the provisions of (ii) above notwithstanding. In ordinary cases, these two years of service will be the second year of a two-year appointment and the first year of a three-year appointment, or the first and second year of a two-year appointment. These requirements may be waived by the President on the recommendation of the Dean of Academics and Instruction Committee.

c. Any professor shall have access to his or her personnel file at any time. The Dean of Academics shall make a professor's personnel file available to him or her upon receiving his or her written request, and after removing from the file any materials contained therein which were received with the expectation of confidentiality, including materials from other institutions required to be kept confidential or written statements from other tutors, students, or members of the community submitted with the expectation of confidentiality. The Dean of Academics shall note in the file a list of materials removed, if any, and the reasons for their removal.

d. Special one-year appointments and reappointments may be given to professors who intend to teach on a part-time basis only. Such a professor may subsequently apply for and receive a regular appointment. Special part-time appointments may then be counted on a fractional basis toward eligibility for permanent appointment, subject to the provisions of (3)(a)(iv).

e. Visiting professors may be appointed for a term or a year.

4. Appeals on Negative Reappointment Decisions

- a. Any unsuccessful candidate for reappointment may appeal the negative decision. The candidate may initiate the appeal process by presenting in writing a request for reconsideration and addressing it to the Dean of Academics.
- b. The candidate's request for reconsideration must establish one of two grounds prior to reconsideration of the original reappointment decision: (i) that relevant and substantive evidence concerning the candidate's work were overlooked prior to the Instruction Committee's original decision, or (ii) that an egregious procedural error occurred during the Instruction Committee's original deliberation. The request shall specify the grounds upon which the candidate is appealing the negative decision.
- c. The candidate must specify evidence that he or she believes was not considered or describe the nature of the alleged procedural error in the request. All materials that the candidate deems to be relevant to the appeal must be submitted together with the request for reconsideration.
- d. The candidate may ask to present his or her reasons for requesting reconsideration to the Instruction Committee in person. This is an opportunity for clarification on the candidate's request and not for the committee to engage in a debate with the candidate. Such a meeting is optional for the candidate and its absence will not prejudice the outcome of the appeal.
- e. If not satisfied with the Instruction Committee's decision on his or her request for reconsideration, the candidate may appeal to the President in writing within two weeks of receiving the outcome from the Dean of Academics. The President may consult with the Dean and the Instruction Committee to ensure the strict adherence to procedure in reconsidering the candidate's reappointment decision, but the President may not overrule the Committee's decision.

4. Notification

- (a) A professor under consideration for a non-permanent appointment or reappointment to begin in a certain academic year shall be notified by the President of the appointment decision no later than December 15 of the preceding academic year. A candidate's request for reconsideration of a negative decision for non-permanent reappointment must be received by the Dean of Academics no later than February 1 of the calendar year following the decision. As soon as practicable after receiving it, the Instruction Committee will consider the request. The Dean of Academics shall notify the candidate in writing of the decision regarding reconsideration within three weeks of receiving the written request.
- (b) An eligible professor shall be notified by the President on whether the President will recommend the professor to the Board of Trustees for permanent appointment no later than December 15 in the year preceding the expiration of the candidate's current

appointment. A professor who is appointed shall be notified by the President by the following February 1. A candidate's request for reconsideration of a negative decision for a permanent reappointment must be received by the Dean of Academics within four weeks following notification of the original decision. The Dean of Academics shall notify the candidate in writing of the decision regarding reconsideration within three weeks of receiving the written request.

5. Termination

a. A professor's appointment may be terminated by the Board of Trustees for one of the following reasons only:

- (i) Failure or inability to perform required teaching or other duties in a satisfactory manner.
- (ii) Commission of any act or acts involving moral turpitude or conduct found and declared by the President to be seriously offensive to justice, honesty, or appropriate ethical behavior.
- (iii) Malicious commission of any act of prejudice which opposes the purposes of the University or threatens the good order of the University, its parts, or the members of those parts, including, without limitation,
 - (a) Any act intended to bring or necessarily bringing public obloquy to the University, its parts, or its members, without justification.
 - (b) Any unlawful defamation (whether or not action at law is brought) directed toward the University, its parts, or its members.

The President shall make such a recommendation to the Board of Trustees only with the concurrence of the Dean of Academics and the Instruction Committee. Before making such a recommendation, the President shall advise the professor affected, and the professor shall have the right to appeal this decision according to DRBU's grievance procedure, including but not limited to the right to be heard by the Instruction Committee or, at the professor's option, by another committee to be designated by the President for this purpose.

b. The Dean of Academics, with the approval of the Instruction Committee, may recommend to the President that a professor be temporarily relieved of duties in whole or in part at any time. When such action is taken, the professor's salary shall be continued for the remainder of the current academic year. The professor affected shall have the right to appeal this decision according to DRBU's grievance procedure, including but not limited to the right to be heard by the Instruction Committee or, at the professor's option,

by another committee to be designated by the President for this purpose.

6. Leaves of Absence

The President, with the concurrence of the Dean of Academics after consultation with the Instruction Committee, may grant leaves of absence to professors for a period of one year or less. The decision with respect to a request for leave of absence shall be made in light of the requirements both of the applicant professor and of the whole University.

a. Leaves of absence may be renewed upon request but not more than twice in succession except in extraordinary circumstances.

b. Requests for leaves of absence shall be submitted to the President as early as possible in the academic year before the year in which the leave is to be taken, but not later than January 15 of that year. Requests for leaves of absence may be withdrawn at any time prior to April 1 of the year in which the request is submitted. Requests for leaves of absence for the second semester must be submitted no later than October 15.

(c) Professors on leave of absence remain members of the Faculty with the right of full participation in Faculty meetings and all other University exercises.

Guide to Preparing for your Professor Review

1. Introduction

The instructions below assume that you are familiar with the [DRBU Professor Plan of Employment](#) and DRBU policy regarding the schedule of academic reviews and appointments. A review file is prepared when an appointee is due to be considered for one or more of the following:

- non-permanent reappointment,
- special one-year appointment for part-time professor, or
- permanent appointment.

2. Timeline for review process

The standard deadlines are listed below.

Notification of upcoming review.	Appointee to be reviewed will be notified by the OAA in July of the last year of the appointee's current term.
Appointee submits review portfolio.	Two weeks before scheduled interview.
Interview with review panel.	Scheduled during fall semester.
Notification of appointment for the following academic year.	December 15 or two weeks after interview, whichever comes later.
Deadline for candidate to request reconsideration of a negative decision.	February 1 or four weeks after notification, whichever comes later.

Do to the number of professors due to be reviewed in 2017, we will be stretching out the timeline into the spring 2018 semester. Professors will be scheduled for their review based on number of years of service at DRBU.

3. Review Panel

All full-time and part-time junior professors will be reviewed by the following panel:

- Dr. Sue Rounds, Professor and President
- Dr. Martin Verhoeven, Professor and Dean of Academics
- Doug Powers, Professor and Vice President for Finance and Administration

4. File Submission Procedure

All evidence will be submitted to Dr. Sue Rounds for inclusion in the review portfolio. Dr. Rounds will likely seek administrative help to organize the files and circulate them to the review panel. All files will be kept confidential.

5. Preparing a Review Portfolio

Reviews will be based on the five criteria outlined in the [DRBU Professor Plan of Employment](#). The following guidelines applies to the 2017-2018 review and may be modified before future review cycles. All professors under review will be notified such modifications before their review cycle. A template and checklist will be provided to help a professor organize the submission of their review materials. Examples and/or guidelines will also be provided to help professors compose documents such as their teaching statement and self-assessment.

The review panel will solicit feedback from two of a professor's co-instructors on criterion three and criterion five. The panel will also solicit from members of faculty and staff feedback for a professor on criterion five. These peer feedback will be submitted in a written form using a template provided by the review panel. After reviewing the feedback from different sources, the review panel will compose an anonymized summary and discard the individual submissions to protect confidentiality. The anonymized summary will be part of a professor's personnel file. The Faculty Review Committee advises the review panel to interview the author of a strong feedback before incorporating it in the anonymized summary.

The following documents may be requested as evidence for the review:

1. Current Academic Employment History (C.V.). Data may be requested from the OAA. Your C.V. may include some or all of the following:
 - a. List of education, training, and work experience
 - b. list of courses you've taught (and names of co-teachers if applicable).
 - c. list of curricular, professional/co-curricular development (courses audited, curriculum prepared, etc.)
 - d. list of scholarly activities (conferences, papers, publications, articles, websites)
 - e. list of DRBU service performed (committees, etc.)
 - f. list of honors and awards.
2. Evidence in support of the five criteria outlined in the DRBU Professor Plan of Employment. This will likely take the form of a self-narrative and may include additional supplementary documents. See below under each criteria for suggested forms of evidence.
 - a. **Criteria 1:** Excellence in intellect and imagination.
 - i. This criterion is meant to be used positively, not negatively; that is, like a "cherry" on top of a sundae. Lack of evidence in a professor's portfolio to support this criterion should not negatively prejudice the review.
 - b. **Criteria 2:** Serious engagement and commitment to DRBU's programs, as demonstrated by continued learning in the areas they encompass, an increasing awareness and understanding of the deep questions the programs raise, and

meaningful contribution to the learning of colleagues and students in the classroom and beyond.

- i. Examples of evidence in these three areas include:
 1. Leadership or participation in faculty, staff, and student study groups pertinent to the programs
 2. Curriculum development consistent with DRBU's mission and model
 - a. Participation in program design and development
 - b. Strand and course development and revision
 - c. Creation of new or significantly revised syllabi
 - d. Preparation of course materials.
 3. Leadership or participation in recruiting
 4. Leadership or participation in university development
 5. Leadership or participation in campus life programs and activities
 6. Leadership or participation in co-curricular programs and activities
 7. Leadership or participation in outcome assessment and program review activities
 8. Creating promotional materials for DRBU
 9. Scholarship activities on the nature and benefits of DRBU's model and programs
 - a. Writing, presenting, and publishing articles, essays, and papers
 - b. Organizing and attending workshops and conferences
 - c. Texts translation projects.
- c. **Criteria 3:** Competence in leading small, seminar-style classes, demonstrated in part by modeling skills and methods for learning, close listening, and being a resourceful guide to student inquiry.
 - i. Examples of evidence for this criterion include:
 1. Self-assessment
 2. Teaching statement
 3. Written feedback from two co-instructors
 4. Optional classroom observation from the review panel
- d. **Criteria 4:** Willingness and ability to teach in all parts of DRBU's programs.
 - i. A professor is required, as a rule of thumb, to teach 16 different courses in the MA and the BA curricula prior to receiving permanent appointment.
 1. Given that adjustments to the BA program are still being made, specifying what these 16 courses should be is premature at this point. This criterion will become practicable when DRBU matriculates multiple MA and BA cohorts per year.
 2. For the 2017 review cycle, the panel will emphasize its assessment of willingness rather than ability.
- e. **Criteria 5:** Responsiveness to the needs of DRBU's community, as a civil and collegial member.
 - i. The following statement will guide considerations on collegiality: "The Professor exhibits the ability to build and maintain civic relationships."

- ii. Examples of evidence in the two parts of this criterion include:
 - 1. Responsiveness to the needs of DRBU's community
 - a. Membership on committees
 - b. Carrying out administrative duties
 - c. Informal and formal student advising (academic or otherwise)
 - d. Participation in student activities.
 - 2. "Responsiveness" can be evidenced by a list of services, accompanied by a narrative from the professor under review.
 - 3. Possible tools for gathering evidence:
 - a. Written feedback from two co-instructors
 - b. Written feedback from other members of the community.