

Annotated DRBU Professors' Plan of Employment

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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 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 co-instructors*
- *Interviews with senior or former students*
- *Peer observation*
- *Dean/Instruction Committee observation.*

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 co-instructors*
- *Interview with senior students*
- *Interview with 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.

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