SECTION 1

INSTITUTIONAL OVERVIEW

1.1
History

The idea that gave birth to Howard University was conceived by a group of 10 men who resolved that such an institution was needed "in view of the pressing demand of the Southern field" for teachers, ministers, and other leaders in the aftermath of the Civil War. Prominent among the founders was Major General Oliver Otis Howard, Civil War hero and then commissioner of the Freedmen's Bureau. It was in recognition of General Howard's leadership in the founding movement that the new institution was chartered by the 39th Congress of the United States on March 2, 1867, under "the name, style and title of 'The Howard University.'"

From its original four students in the Normal Department of May 1, 1867, the university student body increased to 94 by the end of the first term of enrollment. The Preparatory Department was opened August 14, 1867, and the Medical Department on April 16, 1868. Other departments organized during the university's first 3 years of existence included Agriculture, Commercial, Law, Military, Musical, and Religion. Of the present academic divisions, the Colleges of Liberal Arts, Fine Arts, Medicine, and Pharmacy and the Schools of Law and Religion had their beginnings prior to 1871. The College of Dentistry, originally a division within the School of Medicine, was organized in 1881, followed by the School of Engineering and Architecture in 1910, the Graduate School in 1934, the School of Social Work in 1945, and more recently the School of Architecture and Planning, the School of Business and Public Administration, the School of Communications, the School of

Continuing Education, the School of Education, the School of Human Ecology, and the Colleges of Allied Health Sciences and of Nursing.

Other years of special significance in the history of Howard University include 1928, when the Substantive Act authorizing an annual federal appropriation to the university was enacted, and 1955, when programs leading to the doctor of philosophy degree were inaugurated.

Howard University's academic growth has been accompanied by an expansion both of its physical facilities and other enterprises. From the original two-story frame house has developed today's 59-acre main campus, the West Campus, two sites in Northeast Washington, and a site in Beltsville, Maryland. The university has established the Howard University Press, a radio station (WHUR-FM), and a television station (WHMM), and it operates a full service hotel, The Howard Inn.

But Howard is more than academic programs and "bricks and mortar"--Howard is people. And it is from the interactions of these people, each contributing in his or her own way to the education of the others, that Howard is able to fulfill its mission and provide the kind of environment in which scholarship can develop and flourish. Recognition of students' high academic achievement has come from many national honor societies, including Phi Beta Kappa and Sigma Xi, which have established chapters at Howard. Among its student body, faculty, administrators, and trustees are persons of virtually every major race, religion, and nationality. Traditionally, too, Howard has had and has today the largest gathering of African-American scholars in the world. It was at Howard University that Kelly Miller, Ernest Everett Just, Charles H. Houston, Charles Drew, Percy Julian, William Hastie, Alain Locke, E. Franklin Frazier, John Hope Franklin, and Ralph Bunche first gained national prominence as scholars.

Howard University today has exceeded even the fondest dreams of its founders in the scope of its work, its student body, and its influence.

1.2
Mission

Howard University is a comprehensive, research-oriented historically black private university providing an educational experience of exceptional quality to students of high academic potential with particular emphasis on the provision of the educational opportunities to promising black students. Further, the university is dedicated to attracting and sustaining a cadre of faculty who, through their teaching and research, are committed to the development of distinguished and compassionate graduates and to the quest for solutions to human and social problems in the United States and throughout the world.

1.3
Accreditation

Howard University is fully accredited by the Middle States Association of Colleges and Schools. In addition, many specialized programs and professional schools are accredited by the relevant accrediting agencies.

1.4
General Organization

Appendix A is the organizational chart of Howard University.

1.4.1
Board of Trustees

The ultimate authority and responsibility for both the development of policies and the control and operation of Howard University are vested in a self-perpetuating Board of Trustees as provided in the university charter. Of the authorized positions for membership on the board, three are nominated by the alumni, two are nominated by the faculty, and two are nominated by the student body. The board elects the president of the university and at the same time elects this person as a regular member of the board. The board operates through a system of standing committees. Four meetings of the full board are scheduled each year.

1.4.2
Administrative Structure and Administrative Officers

1.4.2.1
President

The president is the chief executive officer of the university and is responsible for implementing the policies established by the Board of Trustees and for making appropriate recommendations to the board.

The president is the official representative and spokesperson for the university.

1.4.2.2
President's Cabinet

The president's cabinet serves in an advisory role to the president and consists of the following officers: Vice President for Academic Affairs, Vice President for Administration, Vice President for Business and Fiscal Affairs, Vice President for Health Affairs, Vice President for Institutional Advancement, Vice President for

Student Affairs, General Counsel, and Secretary of the University and the Board of Trustees.

1.4.2.2.1
Vice President for Academic Affairs
The vice president for academic affairs supervises and coordinates programs and activities of the schools and colleges in the Academic Affairs Division and other units as identified on the organizational chart of the university.

1.4.2.2.2
Vice President for Health Affairs
The vice president for health affairs supervises and coordinates programs and activities of the schools and colleges in the Health Affairs Division and other units as identified on the organizational chart.

1.4.2.2.3
Vice President for Business and Fiscal Affairs
The vice president for business and fiscal affairs is the chief financial officer and treasurer and supervises the units as identified on the organizational chart.

1.4.2.2.4
Vice President for Administration
The vice president for administration supervises the units as identified on the organizational chart.

1.4.2.2.5
Vice President for Institutional Advancement
The vice president for institutional advancement supervises the units identified on the organizational chart.

1.4.2.2.6
Vice President for Student Affairs
The vice president for student affairs supervises the units in the Student Affairs Division as identified on the organizational chart.

1.4.2.2.7
General Counsel
The general counsel is the chief legal officer of the university and reports directly to the president.

1.4.2.2.8
Secretary of the University
The secretary of the university and the Board of Trustees are responsible for the custody of university records and the maintenance of the seal.

1.4.2.3
Other Academic Administrative Officers
Other academic administrative officers are deans, directors, and department chairs.

1.4.2.3.1
Deans
Each of the deans is responsible for the administration of one of the schools or colleges in the Academic Affairs Division or the Health Affairs Division. This responsibility includes faculty recruitment and development; faculty evaluation; program development and review; student advising; collegiate budgeting and budget control; class schedule planning; and general supervision of the research, teaching, and outreach activities of the school or college. As appropriate, deans shall consult with faculty who are part of such units.

1.4.2.3.2
Directors
Directors are responsible for the administration of units that are not schools or colleges in the Academic Affairs Division and the Health Affairs Division. As appropriate, they share such responsibility with faculty who are a part of such units.

As appropriate, they shall consult with the faculty who are part of their units.

1.4.2.3.3
Department Chairs
Each department chair is responsible for the administration of one of the departments in the Academic Affairs Division and the Health Affairs Division. This responsibility is shared with the faculty of the department and includes faculty recruitment, development, and evaluation; program development, review, and evaluation; student advising; departmental budgeting and budget control; class schedule planning; and general coordination of the research, teaching, and outreach activities of the department. As appropriate, they shall consult with faculty who are part of their departments.

1.4.2.3.4
Evaluation of Deans, Directors, and Department Chairs
Deans, directors, and chairs will be evaluated periodically with input from the faculty.

1.5
Governance Structure

1.5.1
General Institutional Governance

1.5.1.1
Board of Trustees and the President

Academic policies and programs of the individual schools and colleges usually emanate from the committee or departmental level and shall be submitted for subsequent consideration by the school or college faculty. Following faculty consideration, the dean of the unit prepares a recommendation and submits it to the appropriate vice president for review and recommendation. The recommendation is forwarded to the president for approval or disapproval. The dean, the vice president, and the president will advise the faculty with respect to the substance of their recommendations. Final authority for the establishment of university policy, however, rests with the Board of Trustees. The substance of the decisions of the board related to academic policies and programs shall be communicated to the faculty.

1.5.1.2
Faculty

The faculty of each school or college shall be composed of its dean, those associate and assistant deans who hold faculty status, its professors, associate professors, assistant professors, instructors, and lecturers. The president of the university shall be a member of each faculty. The vice presidents for academic affairs and for health affairs shall be members of those faculties in their respective divisions. Voting rights in each faculty are specified in the bylaws of each school or college.

The university faculty shall be composed of all of the faculty members of the various schools and colleges and shall have such powers and duties as a collective constituency of the university, as set forth in the constitution of the Faculty Senate. The faculty shares responsibility with the administration of the university in matters related to academic programs including faculty recruitment and development; faculty evaluation; program development and review; student advising; class schedule planning; and general supervision of the research, teaching, and outreach activities of the school or college. The mechanism for faculty involvement in these matters shall be outlined in the by-laws of the respective schools and colleges.

1.5.1.3
Faculty Senate

The functions, membership, and voting rights of the Faculty Senate shall be as set forth in the constitution of the Faculty Senate.

1.5.1.4
Student Associations
The official campus-wide student association is the Howard University Student Association (HUSA). Its organizational structure shall be as described in the HUSA constitution and bylaws.

1.5.2
Committee Structure

1.5.2.1
Board Committees
The Board of Trustees operates through a committee system according to the provisions of the bylaws of the Board of Trustees.

1.5.2.2
Relevant Institutional Committees
From time to time, the president may form various university-wide or division-wide committees or task forces whose roles are distinct from, but not conflicting with, the committees that are part of the regular university governance structure, such as the Faculty Senate and faculties of the schools and colleges. Such committees may have an indefinite life or a life limited to a specific task and period of time. The president shall consult with the chair of the Faculty Senate regarding the appointment of faculty members to such bodies.

1.5.3
Organization of Schools and Colleges
Each school or college shall consist of the following: dean or other administrative head, associate and/or assistant dean(s) as required, and individual departments as required. The following standing committees shall exist in each school or college: Executive Committee and Committee on Appointments, Promotions, and Tenure (APT). In addition, other standing and ad hoc committees may be established by faculty vote, as provided for in the bylaws of the school or college, or by appointment by the dean.

Each school or college shall be organized and governed according to bylaws that have been approved by its faculty and the Board of Trustees. The functions, membership, and organization of all standing and ad hoc committees shall be as provided by the school's bylaws or by the dean in establishing them, except as otherwise provided herein.

These bylaws shall contain the specific criteria for appointments, promotions, and tenure as required by sections 2.7.4.4 and 2.7.6.1.

The school/college APT Committee shall make recommendations to the dean for appointments, promotions, and tenure of faculty members. Its membership shall be limited where possible to tenured faculty.

The Executive Committee shall be responsible for those matters delegated to it by the faculty and shall act for the faculty when the full faculty cannot be expeditiously convened.

1.5.4
Organization of Departments

A department shall consist of those faculty members appointed to give instruction in one of the established disciplines of the department.

The department shall have the fullest measure of autonomy consistent with the maintenance of general college and university policy. The right to vote shall be enjoyed by all full-time lecturers, instructors, assistant professors, associate professors, and professors.

Each department shall have the following: a chair, an Executive Committee, a Curriculum Committee, and a Committee on Appointments, Promotions, and Tenure. In addition, other standing and ad hoc committees may be established by faculty vote, as provided by the bylaws of the school or college, or appointment by the chair.

Each department shall be organized and governed according to the approved bylaws of the school or college of which it is a part.

The department APT Committee shall make recommendations to the chair for appointments, promotions, and tenure. Its membership shall be limited where possible to tenured faculty.

1.6
Academic Administration Policies

1.6.1
Tenure and Retreat Rights

The administrative functions, titles, and status of such administrators of academic services as vice presidents, deans, associate and assistant deans of schools and colleges, directors, and departmental chairs shall be distinct from their functions, titles, and status, if any, as holders of academic positions.

Academic administrators may hold faculty rank and tenure; however, no academic administrator holds tenure as administrator.

Any tenured faculty member who assumes an administrative or professional staff position retains faculty tenure and has the right to return to the department of his/her academic discipline. Administrators without faculty status have no retreat rights.

An administrator who has not been awarded tenure does not have the right to assume a faculty position unless the individual's credentials have been reviewed by the appropriate departmental and college committees and a recommendation for a faculty appointment has been made by both committees and approved by the president and Board of Trustees.

1.6.2
Appointment and Term of Deans

Deans of schools or colleges do not have a definite term of office, but serve at the pleasure of the president. Deans are appointed by the Board of Trustees upon the nomination of the president usually from a list of candidates recommended by a duly appointed or elected Faculty Search Committee of the school or college involved.

1.6.3
Appointment and Term of Department Chairs

Department chairs are appointed by the Board of Trustees upon nomination by the president after recommendation by the appropriate vice president and dean. The usual term of office shall be 3 years; incumbent chairs shall be eligible for reappointment at the expiration of a term. Chairs may be removed at any time prior to the expiration of a term, and compensation as chair terminates at the point of removal. Removal of a chair may be initiated by the department upon the vote of two-thirds of the faculty of the department. Also, removal may be initiated by the dean or vice president. The chair will be allowed to present his/her rebuttal to the dean and vice president prior to the final decision.

During the department chair's final year of a term, the dean shall request that the faculty of the department evaluate the chair's performance by such procedures as it may establish. On the basis of this evaluation the faculty shall recommend reappointment or replacement to the dean. The dean's recommendation, together with that of the faculty, shall be forwarded through the appropriate vice president to the president for decision.

When a new department chair is required, a Search Committee shall be established. The size and composition of the Search Committee shall be determined by the faculty. The dean shall appoint the chair of the committee and notify the department of the scope of the search. The Search Committee shall make recommendations to the dean, who also shall make a recommendation. The dean's recommendation, together with those of the Search Committee, shall be forwarded through the appropriate vice president to the president for decision.