

Howard University

College of Arts and Sciences
Bylaws

Approved by the Board of Trustees June 6, 2025

This document supersedes the *Manual for Appointments, Reappointments, Promotion, Tenure, and Career Status in the College of Arts and Sciences* (1997) and the *College of Arts and Sciences Bylaws* (2007). It is intended to supplement the current Howard University Faculty Handbook. In the spirit of shared governance, it is the responsibility of all Faculty to familiarize themselves with their Department bylaws, the College bylaws, the Howard University Faculty Handbook, and the Howard University Employee Handbook. In the event that there is any inconsistency between the COAS bylaws and the Faculty Handbook, the provisions of the Faculty Handbook shall govern.

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1. College Mission

Mission:

In accordance with the mission of Howard University, the College of Arts and Sciences provides its students with an undergraduate education grounded in the quest for intellectual freedom, social justice, artistic expression, and pursuit of knowledge.

Ultimately, the programs of the College seek to encourage the development of critical and creative thinking in scholarly modes.

Solutions to human, scientific and social problems are achievable through the humanities and the natural and social sciences. The rich variety of programs offered by our divisions of the College reflects the diversity of society-at-large.

With diverse curricula and degree programs, emphasis on synthesis of knowledge/learning and a sense of responsibility to the global community, the College of Arts and Sciences provides a haven and source of nurture to culturally diverse students of all academic pursuits.

1.1 Board of Visitors: (BOV) Overview

The College of Arts and Sciences should maintain a Board of Visitors (BOV) to provide financial and professional support and counsel to the College. The Board of Visitors is established by the Howard University Board of Trustees, and the BOV shall be governed in accordance with the BOV Policy, as set forth by the Board of Trustees.

The Board of Visitors shall generate external financial support for the College and shall provide the President, Provost and Chief Academic Officer, Dean, and Board of Trustees with an objective, informed perspective throughout the year. The Board of Visitors shall also submit an annual report.

1.1.1 Membership Approval

Approval of the appointment of BOV members rests with the Board of Trustees acting upon the recommendation of the President. Prior to making a recommendation, the President receives input from the Provost, the Dean of the College, and the chair of the Board of Visitors. Nominations may come from any source (Deans, faculty, alumni, etc.).

1.1.2 Membership Criteria

Distinguished persons informed about and interested in the various fields relevant to the particular unit shall be appointed to the Board of Visitors. Interest may be academic or professional, vocational or avocational.

1.1.3 Membership Composition

The Board of Visitors shall consist of between 10 and 16 distinguished persons. Board of Visitors membership should represent a healthy blend of the pluralism that characterizes the Board of Trustees and University; this should consist of men and women from all walks of life with a wide array of ethnic, racial, and religious backgrounds, scholars, and practitioners. Howard University Alumni should constitute 30 to 50 percent of the membership of the Board of Visitors.

1.1.4 Member Terms

Board of Visitor members will serve three (3) year terms and shall serve not more than three (3) full terms.

1.1.5 BOV Chair and Vice Chair

The Board of Visitors Chair is appointed by the Board of Trustees acting on the advice of the President and is a Trustee. The chair shall serve a one (1) year term, subject to annual renewal for a combined period not to exceed three (3) consecutive years. The Vice Chair is appointed in a similar manner, with the same term limitations except the Vice Chair is not required to be a Trustee. The composition of the Board of Visitors shall reflect the disciplines that constitute the College of Arts and Sciences.

2. College Divisional Organization

The College of Arts and Sciences is organized into three academic Divisions, described below. Divisions consist of Departments with broadly shared approaches to teaching and research:

- The Division of Humanities
 - English
 - Philosophy
 - World Languages and Cultures
- The Division of Natural Sciences
 - Biology
 - Chemistry
 - Earth, Environment, and Equity
 - Health, Human Performance, and Leisure Studies

- Interdisciplinary Studies
- Mathematics
- Physics and Astronomy
- Psychology
- The Division of Social Sciences
 - African Studies
 - Afro-American Studies
 - Economics
 - History
 - Military Science: Aerospace
 - Military Science: Army
 - Political Science
 - Sociology and Criminology

2.1 Purpose of the Divisions

Divisional representation on the College's standing committees ensures that members have diverse academic backgrounds. The Divisions, as advisory bodies, also serve to facilitate communication among departments with shared aims and methodologies and to foster multi-disciplinary and cross-division collaborations.

Divisions have no formal role in College governance. The Division Chair, on behalf of the Division, may make suggestions to the Dean, and to the departments within the Division, regarding shared academic and professional goals and concerns.

2.2 Division Chairs

Division Chair appointments shall be for two years. The Division Chair shall come from a Department within the Division on a rotating basis and shall be selected by that Department faculty through an election of the tenure-line faculty. By September 15, the Chairs within each division shall inform the Dean of the agreed upon division head. The Division Chair shall hold at least one meeting per semester. Division Chairs sit on the College Executive Committee.

3. College of Arts and Sciences Academic Departments

3.1 Autonomy of Departments

Academic Departments in the College of Arts and Sciences shall have the fullest measure of autonomy possible in a manner consistent with the Bylaws of the College, the Faculty Handbook, and other applicable University regulations.

3.2 Department Chairs

Department Chair selection, duties, and responsibilities are set forth in the Howard University Faculty Handbook

The usual term of office for a Department Chair shall be three years; incumbent Chairs shall be eligible for reappointment at the expiration of a term. The Chair shall serve as Chair of the Departmental Executive Committee.

The Chair's responsibilities include: faculty recruitment; faculty development and evaluation; overseeing faculty tenure and promotion in the department; program development; review and assessment; student advising; Department budgeting and budget control; class schedule planning; general coordination of research, teaching, and outreach activities.

3.3 Creating, Restructuring, and Closing Departments

When new academic Departments shall be created, an existing Department discontinued, or two or more merged together the faculty in the affected department and/or division shall make a recommendation to the Dean. The faculty recommendation shall be submitted along with the Dean's recommendation to the Provost. For Departments that are to be closed, the College shall make a good faith effort to find new faculty appointments for existing tenure-line faculty in that unit.

3.4 Departmental Committees

Each Department shall have the following Committees: (a) Executive Committee; (b) Committee on Appointments, Promotions and Tenure; and (c) Curriculum Committee. Each Department shall also have Committees that may be mandated by the University. The Committee members shall be elected annually by the Department faculty. The Chair of the APT Committee and the Curriculum Committee shall be selected by the committee members.

3.4.1 Departmental Executive Committee

The membership and size of the Department Executive Committee shall be determined by majority vote of the tenure-line Departmental faculty. The Chair of the Committee shall be the Chair of the Department. Its duties shall include the disposition of matters as are delegated to it by the Chair or two-thirds of the tenure-line faculty and by the Faculty Handbook (e.g., sabbatical leave and disciplinary matters). The Executive Committee may also make decisions on behalf of the Department when a Department meeting is unable to be arranged.

3.4.2 Departmental Appointments, Promotions and Tenure Committee

The Departmental APT Committee shall consist of all full-time tenured members of the Department, except the Department Chair. It shall be responsible for processing and sending to the Chair all recommendations regarding appointments, reappointments, promotions and tenure or career status faculty within a manner that is consistent with any relevant collective bargaining agreement and with College and University policies and regulations.

3.4.3 Departmental Curriculum Committee

The Departmental Curriculum Committee shall consist of tenure-line faculty members elected by the Department, with input from the non-tenure-line faculty, and the majors and minors in the Department. The Curriculum Committee shall maintain constant study and review of the Departmental curriculum and make appropriate recommendations to the Departmental faculty and the Department Chair. Other University schools and colleges whose students are required to take courses in a given Department in the College of Arts and Sciences may be invited to send a liaison person to consult with the Curriculum Committee of the Department regarding curricular matters.

3.5 Departmental Curriculum and Degree Requirement Review

Departments shall review and reaffirm course offerings and degree requirements regularly, no less frequently than once every five years. Reviews shall take into consideration relevant accreditation and contemporary standards, and Department self-assessment results, as applicable.

3.6 Departmental Mentorship

Departments shall establish their own systems of mentorship to be available to untenured tenure-line faculty as they progress in their probationary periods. Tenure-track faculty are encouraged to seek out mentors and take advantage of mentorship opportunities.

Department Chairs shall provide untenured tenure-line faculty, during their initial semester, with departmental APT criteria and written schedules of their probationary reviews. Department Chairs shall also provide untenured tenure-line faculty with feedback regarding the outcome of their reappointment evaluation in accordance with the Howard University Faculty Handbook.

4. College Faculty Meetings

4.1 Regular Faculty Meetings and Meeting Agenda

The faculty of the College of Arts and Sciences shall meet no less than four times each academic year on days and at times announced at the start of each semester by the Dean. The Dean shall also announce if a Faculty Meeting will be held in person or online. The Dean shall distribute a tentative meeting agenda to the faculty no less than three business days prior to each faculty meeting. The Dean shall preside at each faculty meeting. In the absence of the Dean, the Dean shall identify a designee who shall preside.

Written faculty proposals intended for inclusion on a College Faculty Meeting agenda shall be submitted in writing to the Dean no less than ten business days prior to the scheduled faculty meeting. All reports or proposals requiring a vote at a faculty meeting shall be submitted in writing and disseminated to the College's academic units through Department Chairs and Directors at least five business days prior to the faculty meeting at which action is to be taken.

4.2 Special Faculty Meeting

Special meetings of the faculty shall be called by the Dean, or an Associate Dean in the absence of the Dean, in response to the following: (1) at the expressed request of the Dean; (2) a majority vote of the Department Chairs; (3) petition of thirty (30) members of the faculty eligible to vote in College Faculty Meetings.

4.3 Faculty Voting Rights

Voting in College faculty meetings, or via electronic voting outside of a faculty meeting, shall be limited to tenure-line faculty members (not to include the Dean, Associate Deans, and Assistant Deans).

4.4 Quorum

A quorum must be present for official business to be conducted at a College Faculty Meeting. A quorum at College Faculty Meetings shall consist of 20% of faculty members who are eligible to vote, provided the required meeting notification agenda was distributed in conformity with the Bylaws of the College. If fewer than 20% of faculty members eligible to vote in College Faculty Meetings fail to attend two consecutive meetings, the College Executive Committee shall convene and take action on the agenda before the faculty.

4.5 Rules of Order

All College faculty meetings must adhere to the current edition of Robert's Rules of Order Revised, except where the bylaws provide alternative direction. During any meeting, the College faculty may adopt modifications to these rules by a two-thirds vote.

4.6 Faculty Secretary

A faculty Secretary shall be appointed by the Dean from the tenure-line faculty before the first regular College faculty meeting of the academic year. The Secretary shall serve for one academic year and may be reappointed. The Secretary's responsibilities include reviewing and transmitting to the Dean the official minutes of faculty meetings.

Unapproved minutes of College faculty meetings shall be made available to faculty no later than five business days after the faculty meeting. Minutes will be approved at the following faculty meeting.

4.7 Faculty Parliamentarian

The Dean shall appoint a Parliamentarian from the faculty before the first College faculty meeting of the academic year. The Parliamentarian shall serve for one year and may be reappointed. The Parliamentarian shall perform the following duties: (1) maintain correct forms of parliamentary procedures at faculty meetings; (2) provide information on rules governing transactions at faculty meetings; (3) provide expert advice concerning the order of precedence of motions; (4) render a decision on procedure when parliamentary procedures are in dispute; and (5) bring to each faculty meeting a copy of the current Robert's Rules of Order Revised.

5. College of Arts and Sciences Standing Committees

College Standing Committees are a key component of shared governance within the College of Arts and Sciences. The committees determine their own agendas, following the charges below. The Dean shall designate a point person as a resource for the committees and to assist the committees in functioning.

In the spirit of continuous review and assessment of College practices, COAS committee staffing may be paused if a majority of eligible faculty vote to do so, for a specified committee and specified period of time. This does not apply to College committees that are mandated by the Faculty Handbook, including APSAGE, APT, and Executive Committees.

5.1 General Rules for all College Standing Committees

5.1.1 Eligibility

To be eligible for membership on any college standing committee, a faculty member must hold a tenure-line faculty position. Faculty on sabbatical are expected not to serve on College standing committees during their leave.

5.1.2 Composition

The Nominations Committee shall strive to have the membership of committees reflect the diversity of the faculty of the College.

5.1.3 Service Limitations

A faculty member shall serve on no more than three standing committees of the College at any given time.

5.1.4 Terms of Service

- a) Terms of service shall be no longer than three years.
- b) Chairs shall be elected annually.
- c) No member shall serve more than two consecutive terms (6 years).
- d) For new committees, initial elections shall be for one-, two-, and three-year terms spread across the new membership. For existing committees the term of service shall be three years.

5.1.5 Elections and Voting

- a) Committee members shall be elected by a plurality vote of the participating faculty.
- b) Unopposed candidates must be confirmed by positive endorsement from the majority of the votes cast for the unopposed candidate.
- c) The call for nominations shall be open for at least five business days.
- d) Voting must be confidential and shall be conducted by secret ballot, either in-person during a Faculty Meeting or electronically.
- e) Elections for membership on each COAS Committee shall take place in spring semester for terms beginning in fall, with replacement elections as needed.
- f) The Nominations Committee shall report all election results to Faculty and to the Dean. (See section 5.2.12.)
- g) The outgoing committee chair shall coordinate with the new and continuing committee members, to elect a new chair and a new secretary from among them. The outgoing committee chair shall report the results of the election in writing to the Nominations Committee before the end of spring semester.
- h) To ensure continuity, the outgoing chair shall also transmit relevant documents, including committee operations, procedures, and records and report on ongoing business to the next chair and committee.

5.1.6 Quorum

A quorum for the purposes of voting (electronic, in-person, or written proxy) shall consist of election participation of a majority of the faculty members on the committee. Electronic voting shall be made available for three business days and written proxy votes shall be provided by close of business day of the scheduled meeting.

5.1.7 Agendas

Chairs shall circulate meeting agendas at least three business days prior to meeting and shall engage a committee member (e.g., the secretary) to take summary minutes of all meetings.

5.1.8 Minutes

Chairs shall post minutes and attendance electronically for all voting members of the faculty, using a shared University platform.

5.1.9 Removal of Committee Members

COAS values shared governance. Faculty shall volunteer for committee service only if they are able to devote the necessary time to the required tasks of a committee. Committee members who are unable to attend more than half of the meetings held in one semester, and who otherwise do not participate in Committee work during that time period, shall be removed, and the removal shall be recorded in the minutes. Committee chairs shall promptly report lack of attendance and participation to the Nominations Committee and the Dean. The Dean shall notify the faculty member and the Department Chair.

5.1.10 Special Elections

Following the process outlined in Section 5.1.5, the Nominations Committee shall hold special elections to fill absences during the year.

5.1.11 Student Members

Student representatives shall be voting members for the Standing and Divisional Committees only if specified in the Committee description. At the beginning of the academic year, the Nominations Committee shall report vacancies to the Officers of the COAS Student Council. The Officers shall notify the Nominations Committee of the names of the representatives.

5.2 Standing Committees

The College of Arts and Sciences shall have the following Standing Committees:

- Academic Judiciary Committee
- Academic Policy, Standards, and General Education Committee
- Alumni, Honorary Degrees, and Distinguished Faculty Committee
- Appointments, Promotions, and Tenure Committee
- Assessment Committee
- Development Committee
- Diversity, Equity, and Inclusion Committee
- Executive Committee
- Faculty Welfare Committee
- Honors Program Advisory Council
- Scholarships Committee
- Nominations and Elections Committee
- Student Grievance Committee
- Student Welfare Committee

5.2.1 Academic Judiciary Committee

Membership:

Eleven members: Two faculty from each division (one tenured and one untenured) and one at-large (any division, tenured or untenured).

Charge:

The Academic Judiciary Committee shall hear and dispose of all College cases of alleged Academic Infractions (e.g., academic cheating, plagiarism, copy infringement) in accordance with the procedure for Administration of the Academic Code of Student Conduct.

5.2.2 Academic Policy, Standards, and General Education Committee

Membership:

Twelve members: Three full Professors, three Associate Professors, three untenured, and three students.

Charge:

The Committee shall conduct an on-going study and review of all academic policies and standards of the College of Arts and Sciences and shall make appropriate recommendations to the faculty and to the Dean. The Committee shall maintain a constant study and review of all offerings in the general education program, evaluating their quality, and recommending to the faculty additions and deletions, where appropriate. Further, the Committee will monitor, review, and coordinate all suggestions for changes in the curriculum.

5.2.3 Alumni, Honorary Degrees, and Distinguished Faculty

Membership:

Seven members: One faculty member from each division, tenured or untenured. Two at-large, from any division, tenured or untenured. Two student members.

Charge:

The Committee shall solicit from the faculty and other sources, the names and curricula vitae of persons to be recommended for College Honors and shall present annually a list of names for consideration by the faculty of the College. The faculty shall vote on each individual during fall semester. The final recommendations shall be submitted to the Dean, in response to a solicitation for recommendations.

The Committee shall coordinate with the Dean's Office on any formal communications about donation solicitations.

The Committee also works with the Dean's Office when outstanding faculty and departments are recognized by the College. The Committee recommends to the Dean, the criteria and procedures for evaluating nominations for distinguished faculty and outstanding departments awards.

5.2.4 Appointments, Promotions, and Tenure Committee

Membership:

Fifteen members: Three full Professors and two tenured Associate Professors from each division. No member of the Committee shall be a Department Chair, Assistant Dean, or Associate Dean. Only full Professors may evaluate applications for full Professor.

Charge:

This Committee shall work with the Dean's Office to receive, review, and evaluate all Department recommendations for appointments, reappointments, career status, tenure, and promotion. The Committee shall send to the Dean a report of its considered judgment about all received recommendations based on review and evaluation of the candidates' credentials.

Committee members shall evaluate candidates from their home Departments during the review process at the Department-level. At the College-level, they shall not participate in the deliberation or vote on candidates from their home department. However, committee members may share professional norms and standards to aid the committee in its evaluation.

5.2.5 Assessment Committee

Membership:

Seven members: One faculty member from each division (tenured or untenured), two at-large (any division, tenured or untenured), and two students.

Charge:

The Assessment Committee shall work with the Dean's Office to foster a culture of continual improvement and to ensure that the College of Arts and Sciences complies with University assessment standards, procedures, and policies.

5.2.6 Development Committee

Membership:

Membership varies and is to be determined by the Dean. The Dean or designee chairs the committee. The Dean directly appoints faculty to serve on the College Development Committee.

Charge:

This committee is responsible for assisting the Dean with development activities for the College, which may include working with the College's Board of Visitors, alumni, the Office of Development, and other individuals and offices related to Development.

5.2.7 Diversity, Equity, and Inclusion Committee

Membership:

Nine members: Two faculty from each division (one tenured and one untenured) and three students.

Charge:

The Committee for Diversity, Equity, and Inclusion shall work with the Dean's Office to nurture a culture of diversity and inclusion in the College. The Committee shall review policies and make recommendations to the Dean to ensure compliance with University policies. The Committee may also engage the broader University community to highlight diversity, equity, and inclusion for students, faculty, and staff.

5.2.8 Executive Committee

Membership:

Nine members: The Executive Committee shall consist of the three Division Chairs and two representatives per Division (one tenured and one untenured). The Dean chairs the committee.

Charge:

Per the Faculty Handbook, the Executive Committee shall be responsible for matters delegated to it by the College faculty and by the Faculty Handbook (e.g., decanal evaluations and disciplinary matters). The Executive Committee may make recommendations to the Dean regarding issues affecting the College. A summary of the meeting minutes of the Executive Committee shall be announced at the next College Faculty Meeting. The committee members shall elect an acting chair for the purposes of conducting decanal evaluations in coordination with the Office of the Provost. The Executive Committee shall meet as needed. Meetings of the Committee shall be called by the Dean or at the written request of a majority of the Committee.

5.2.9 Faculty Welfare Committee

Membership:

Seven members: Two faculty from each division (one tenured and one untenured) and one at-large (any division, tenured or untenured).

Charge:

The Faculty Welfare Committee shall conduct regular reviews of policies, procedures, and activities of any units of the University affecting the welfare of the faculty, including and not limited to, compensation, faculty mentoring, workload, and benefits, and shall report its findings

annually or more frequently, if required. The Dean shall provide such non-confidential data as necessary for the discharge of the Committee's duties.

5.2.10 Honors Program Advisory Council

Membership:

Five members: One faculty member from each division, one at-large faculty member, and one undergraduate student representative, who is a student in the Honors Program. The Council is chaired by the Director of the Honors Program.

Charge:

The Honors Council shall meet at least two times per semester. At least one of those meetings per academic year shall be with the executive board of the student organization.

The Council shall conduct regular reviews of the Honors Program and shall make appropriate recommendations to the faculty. The Director of the Honors Program, appointed by the Dean, shall assist the Departmental advisors in advising their majors in the Honors Program. The Council shall also promote course offerings and student research experiences, and encourage departments to develop honors courses in general education and all other required areas.

5.2.11 Scholarships Committee

Membership:

Nine members: Three faculty from each division (at least one tenured and one untenured).

Charge:

The Committee shall coordinate with the Dean's Office, as needed, on student scholarships, including The Lucy E. Moten, the Globalization Fund, and others that the College oversees. The Committee may make recommendations to the Dean's Office.

The Lucy E. Moten Scholarship is named in honor of Lucy E. Moten, an alum of COAS and the first woman to receive an MD from Howard. The Globalization Fund was established to promote international experiences for students.

5.2.12 Nominations and Elections Committee

Membership:

Nine members: Three faculty members from each division (one full Professor, one Associate Professor, and one Assistant Professor).

Charge:

The Nominations and Elections Committee shall prepare annually a list of candidates for membership on the standing Committees of the College of Arts and Sciences. The Committee shall conduct elections to fill faculty vacancies on standing Committees (with the exception of the Development Committee).

The Office of the Dean shall send out an early call for self-nominations for future committee openings during the spring semester of the previous academic year. The Committee chair shall coordinate with the Dean's Office on notification of elected members and the Dean's Office shall maintain COAS Standing Committee records. Elections for the coming academic year should take place by April 1 and results should be communicated to the whole faculty by the Committee chair.

5.2.13 Student Grievance

Membership:

Seven members: One tenured faculty member from each division, two at-large (any division, tenured or untenured), and two students.

Charge:

The Committee shall hear academic grievances formally lodged by students that were not resolved through the Informal Process described in the University's Policy on Student Academic Grievance Procedures. The Committee will forward its recommendation to the Dean. The Dean then informs the student in writing of the Dean's decision, which may be based upon the committee's recommendation or upon a modification of it.

5.2.14 Student Welfare Committee

Membership:

Nine members: One tenured faculty member from each division and five students, with at least one coming from each division. Student membership is determined by the College Student Council.

Charge:

The Student Welfare Committee represents the College Student Council in regular discussions with College faculty and with the Dean. The Committee shall meet at least once per semester with the Dean to address issues of concern to COAS students.

5.3 Ad Hoc Committees

Membership:

Varies. To be determined by the Dean.

Charge:

The Dean shall establish ad hoc committees as needed to address administrative needs or new programmatic initiatives of the College that are not under the charge of an existing standing committee.

6. COAS Guidelines for Appointments, Promotions, and Tenure

This section on Appointments, Promotions, and Tenure provides only College-specific guidelines. It is intended to supplement the current Howard University Faculty Handbook. It is imperative that all involved in the process consult departmental APT criteria, the Howard University Faculty Handbook, the Provost's calendar of deadlines, and any other guidelines from the Office of the Provost.

6.1 Criteria for Appointments, Tenure and/or Promotions

Faculty shall consult the University Faculty Handbook and this section of the COAS bylaws for criteria for appointments, tenure and promotions in the areas of scholarship, teaching and service. In addition, departments shall include departmental APT criteria when submitting files to the College.

In accordance with the Faculty Handbook, the College of Arts and Sciences establishes that the criteria for tenure and promotion to Associate Professor is excellence in scholarship, teaching, and service. Appointment to the faculty rank of tenured Associate Professor is made only to a

person whose past record of professional accomplishment in the areas of teaching, scholarship, and service merits the award of indefinite tenure and whose continuing work in those areas is expected to lead to appointment to the faculty rank of Professor. Appointment to the faculty rank of Associate Professor (probationary) is made to a person whose professional credentials meet certain, but not all, criteria in his or her discipline for an appointment as Associate Professor with tenure, but whose record of achievement demonstrates the personal and intellectual qualities that, with increased development are expected to meet the minimum requirements for an award of tenure and, at an appropriate later date, to appointment as full Professor.

In accordance with the Faculty Handbook, the College of Arts and Sciences establishes that the criteria for promotion to full Professor is excellence in scholarship, teaching, and service, including a sustained record of significant peer-reviewed scholarship and substantial service. Professor is the University's highest academic rank. The holder of this faculty rank is a recognized scholar who has a cumulative and sustained record of excellence in teaching, scholarship (including peer-reviewed research publications or peer-reviewed exhibits of creative work in disciplines where this type of peer-reviewed scholarship is the norm), and service appropriate to the discipline. Appointment to the faculty rank of Professor (probationary) is made to a person who meets nearly all criteria in his or her discipline for an appointment as Professor with tenure, and who is expected to meet all criteria over a short probationary period.

The college-wide APT standards and criteria are purposefully broad to encompass the variety and breadth of the various disciplines in COAS. In the spirit of self-governance, departments shall coordinate with the Dean's Office to formulate their own discipline-specific APT standards and weighting that take into account the following criteria.

SCHOLARSHIP (for examples of evidence, see the Faculty Handbook)

Excellence in Scholarship may include the following:

- Advancement of knowledge within the context of a disciplinary or multidisciplinary field and practice
- An ongoing record of peer-reviewed scholarship
- An evaluation of quality as well as quantity of publications
- A record of productivity consistent with disciplinary and professional norms
- A record of pursuit of externally-funded research

In addition to the above criteria for both Associate Professor and full Professor, for promotion to full Professor a sustained record of productivity, pursuant to disciplinary norms, is expected during the period since promotion to Associate Professor.

TEACHING

Excellence in teaching may include the following:

- command of material;

- effective communication of subject matter;
- development and articulation of appropriate learning objectives for each course taught;
- delivery of course content that is appropriate to the level of the course, its description in the course catalog, and its student audience;
- probing and fair methods of evaluating students;
- success in bringing students to an acceptable level of performance and in challenging them to grow intellectually; and
- in accordance with the College mission, inspires individual students to in their quest for intellectual freedom, social justice, artistic expression, and pursuit of knowledge;
- academic advisement;
- accessibility to students;
- supervision of independent study;
- supervision of theses, dissertations, and undergraduate and graduate research

SERVICE

Excellence in Service may include the following:

- Significant contributions at the University-level, College-level, and in the Department
- Leadership on committees
- Contributions in keeping with the current strategic plan or mission of the Department, College, or University
- Active, engaged participation

An award of tenure is based on a thorough evaluation of the candidate's total contribution to the University. Basic competence or mere satisfactory performance in itself is not sufficient to justify granting tenure. Tenure is awarded to faculty members who have achieved excellence in carrying out their teaching, scholarship, and service responsibilities and demonstrated promise for continued achievement.

The criteria for promotion from the faculty rank of Associate Professor with tenure to Professor include excellence in teaching, a sustained record of scholarship appropriate to the discipline, substantial service appropriate to the discipline, and an assessment of whether the individual has fulfilled the promise on which tenure was originally granted.

6.2 Residence Requirement and Scope of Review for Candidates with Previous Tenure-line Positions, or their Equivalent

6.2.1 Residency Requirement

Under the Faculty Handbook there is no residency requirement to be eligible to apply for tenure. However, tenure-track Assistant Professors and tenure-track Associate Professors, shall complete a minimum of one year in their position, before being eligible to apply for tenure and/or promotion review.

6.2.2 Scope of Work to be Considered for Tenure and/or Promotion

The College requires a successful track-record of teaching, research, and service, at Howard University, for evaluating a candidate's readiness for tenure and/or promotion.

For Tenure and/or Promotion to Associate Professor:

The College requires a successful track-record of teaching, research, and service, at Howard University, for evaluating a candidate's readiness for tenure and/or promotion. Scholarship produced as a tenure-track Assistant Professor at Howard University shall be considered for the purposes of review for tenure and promotion to Associate Professor.

The College requires a successful track-record of teaching, research, and service, at Howard University, for evaluating a candidate's readiness for tenure and/or promotion. Scholarship produced as a tenure-track Associate Professor at Howard University shall be considered for the purposes of review for tenure at the rank of Associate Professor.

For Promotion to Full Professor:

The College requires a successful track-record of teaching, research, and service, at Howard University, for evaluating a candidate's readiness for tenure and/or promotion. Scholarship produced since promotion to Associate Professor at Howard University shall be considered for the purposes of review for promotion to full Professor.

6.3 Work in Press

Work in press shall be considered if the candidate includes the full manuscript (proofs, if available) and a written communication from the editor or publisher indicating the intent of publication, as well as the projected date of publication.

6.4 Refereed Work

Whenever mentioned in the file, scholarship shall be identified as peer-reviewed/refereed or not refereed. Applicants shall include documentation of the review process.

6.5 Collaborative Work

Home departments shall develop written criteria, appropriate to their fields, for assessing work that is co-authored or co-edited. Individual contributions to collaborative work should be described specifically by the faculty member and substantiated in writing by collaborative partners in the application for promotion and/or tenure.

6.6 Translations

For publications that are not in English: English translation of materials in foreign languages must be submitted with an application for tenure and/or promotion.

6.7 External Review Letters

Per the Faculty Handbook, in the spring semester before applying for tenure and promotion, the candidate should identify and submit to the chair of their department a ranked list of the names and CVs or significant biographies of a minimum of three scholars or experts external to the University who hold the rank (or a higher rank) to which they aspire. The tenured members, including the department chair, shall also identify a ranked list of a minimum of three scholars or experts at the rank (or a higher rank) sought by the candidate to assess the candidate's scholarly activity. Those individuals should be scholars or experts in the candidate's field of specialization and at a comparable research university.

The department chair, or the chair's designee, shall contact four external evaluators, the top two from the department's list and the top two from the candidate's, per the schedule set by the Office of the Provost. In the event that a reviewer needs to be replaced, the department chair shall select a new reviewer. The external evaluators will forward their evaluations to the chair of the department.

Please note that all external evaluators must be tenured faculty, or the equivalent, as determined by the department in coordination with the Dean. For promotion from Associate to full Professor, external evaluators must be tenured full Professors, or the equivalent, as determined by the department in coordination with the Dean.

It is incumbent upon the department chair to work closely with the candidate to ensure that the file which will be sent out for review is complete and has all necessary supporting documents. The chair of the department and the chair of the departmental committee on appointments, promotion, and tenure shall be vigilant in carrying out their responsibilities to the candidate and the department chair shall communicate periodically with the candidate on the status of the external letters in accordance with the Howard University Faculty Handbook.

It is incumbent upon all involved in the review process to maintain confidentiality (now and in the future), regarding the identity of external evaluators.

6.7.1 External Letter Contents

The Department Chair's solicitation letter to a potential reviewer should be neutral, asking only for an objective assessment of the candidate's research or creative works. The solicitation letter should also ask the reviewer to explain the nature of the reviewer's relationship to the candidate. The solicitation letter should include the tenure, career status, and/or promotion criteria and ask the evaluator to cover the following general ground:

- the nature of the evaluator's professional interactions with the candidate
- the quality of the candidate's scholarship
- the impact of the candidate's scholarship

6.8 Evaluations and Voting

The department chair and committee on appointments, promotion, and tenure each shall conduct careful independent reviews of all applications for tenure and/or promotion. Evaluations shall be supported by references to evidence in the candidate's file. Evaluations shall justify the APT Committee's vote, especially when not unanimous.

Because APT Committee endorsement for tenure, career status, and/or promotion requires a majority, a tie vote will be interpreted as a recommendation against reappointment or an award of tenure or promotion. The tie vote is recorded in the evaluations and shared with college and university review levels.

6.9 Faculty Searches (tenure-line)

With respect to faculty members serving on faculty search committees, only tenure-line faculty may serve on faculty and department chair search committees. In those instances where a department does not have the required minimum number of tenure-line faculty to serve on the search committee, the Department Chair, in consultation with the Office of the Dean, shall put together a slate of tenure-line faculty members from the college to serve on the department's search committee. The Department's tenure-line faculty must approve the slate.

6.9.1 Faculty Search Committee Membership

Faculty search committees must consist of at least four tenure-line faculty. Selection of the search committee members and chair shall be determined by a vote of all tenure-line faculty. The vote shall be conducted by the Department Chair.

6.9.2 Department Chair Search Committee Membership

Faculty search committees must consist of at least four tenure-line faculty. Selection of the search committee chair shall be determined by the Dean.

6.9.3 Campus Visits

For the purposes of determining which faculty finalists to invite to campus, the search committee shall make a recommendation to the tenure-line faculty of the department. The Department Chair shall convene a department discussion and a vote on the Committee's recommendation. The process of determining the number of finalists to invite to campus includes the department chair's consultation with the dean to ensure travel expenses can be covered for all finalists.

6.9.4 Recommendation of Finalists

For the purposes of determining the outcome of the campus visits, the Department Chair shall convene a department discussion and vote of the tenure-line faculty. The search committee shall make a recommendation to the Department as part of the discussion.

7. Requirement for Departments to have Written Annual Performance Evaluation Criteria

Departments shall create written criteria for annual performance evaluations. In accordance with the Faculty Handbook, the College of Arts and Sciences evaluates annual faculty performance pursuant to the Department's written expectations for teaching, scholarship, and service to the department. Departments shall regularly assess such written criteria and modify as deemed appropriate.

8. Procedures to Amend the Bylaws of the College of Arts and Sciences

Changes to the bylaws may be made by submitting a proposal to the College Executive Committee. The Office of the Dean and the Executive Committee may also propose amendments to the bylaws. Proposed amendment to the College Bylaws shall be presented by the College Executive Committee at any regularly scheduled Faculty Meeting, provided the proposed amendment is announced to the faculty in writing at least one week in advance of the meeting. The announcement shall contain the exact wording of the proposed amendment. The proposed amendment shall be discussed at the meeting when it is presented. The proposed amendment may be voted upon at a future Faculty Meeting, or electronically without a meeting. If an electronic vote is expected to be conducted without a meeting, the date of the vote will be

announced during the meeting. Please note that an amendment to the Bylaws of COAS must be approved by the Board of Trustees pursuant to the Faculty Handbook direction concerning the process for approval of academic policies.