



By-Laws of the School of Business

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Howard University

By-Laws of the School of Business

Article 1. Mission Statement and Overview of the School

The mission of the School of Business of Howard University is to provide a comprehensive business and management education to students of high academic potential, with particular emphasis upon the provision of educational opportunities for promising African-American students who may not otherwise have an opportunity to acquire an education of the type provided at Howard University. Further, the School is dedicated to attracting and sustaining a cadre of faculty who, through their teaching and research, are committed to the development of distinguished graduates and to the quest for solutions to business and management problems in the United States and throughout the world.

The vision of the School of Business is to be recognized for excellence in providing a superior global business management education and in graduating potential leaders with outstanding abilities, motivation, and creativity. The School of Business seeks to become a world leader in the development of new knowledge and solutions to major business and social problems.

The School of Business is accredited by the Association to Advance Collegiate Schools of Business (AACSB), the international accrediting body for both undergraduate and graduate business programs. It currently offers ten academic concentrations on the undergraduate level and eight on the graduate level.

Article II. Authority and Organizational Status

The School of Business operates under the basic authority of the Charter of the University. It is governed by policies and regulations adopted by the Board of Trustees of Howard University. The School is also subject to the provisions of the University's *Faculty Handbook*, which stipulates that each school and college is governed according to By-Laws recommended by its faculty and approved by the Board of Trustees.

Article III. By-Laws of the School of Business

The School of Business By-Laws are established to achieve the maximum level of academic excellence, professional competence, and integrity; to promote effective communication and cooperation among the faculty, students, and administration; and to avail the faculty, school administration and the student body of opportunities to learn and grow intellectually, ethically, and professionally.

The faculty of the School of Business, the Office of the Dean, and the administration of the School have developed these Bylaws for the purpose of fulfilling the mission and objectives of the school, protecting academic freedom and faculty rights, and

providing a framework for the shared governance, shared responsibility, and shared authority necessary to effectively operate the School.

In the event that there is any inconsistency between these by-laws and the Faculty Handbook, the provisions of the Faculty Handbook shall govern and control.

In addition to other provisions, the school by-laws shall contain the specific criteria for appointments, promotions, and tenure, consistent with those outlined in the Faculty Handbook. By-laws and appointments, promotions, and tenure criteria shall be reviewed for updating at a minimum of every five years.

Article IV. Organizational Structure

Section 1. General Administrative Organization

The administration of the School shall include the dean, associate and assistant deans who hold faculty status, department chairs, and program directors.

Section 1.1 The Dean

The School of Business shall be headed by the Dean who is the chief academic and administrative officer of the School. The Dean is subject to the authority of the Board of Trustees, the Howard University *Faculty Handbook*, the By-Laws of the School of Business, and the supervisory authority of the Provost and Chief Academic Officer and the University President.

Section 1.2 Appointment of the Dean

Upon the recommendation of the President, with advice and comment from a search committee and the Provost as prescribed in the Faculty Handbook. The Dean shall be appointed by the Board of Trustees. The Dean shall serve at the will and pleasure of the President.

Section 1.3 Duties and Responsibilities of the Dean

The Dean shall collaborate with the faculty in matters relevant to the academic programs and administration of the unit and be guided by the principle and spirit of shared governance, but the final decision on School matters is vested in the Office of the Dean. The Dean of the School of Business shall preside over all regular meetings, special meetings, and “executive session” meetings of the Faculty. The duties and responsibilities of the Dean of the School of Business shall also include, but are not limited to the following:

- Promote the mission and goals of the School and represent the School in its official relations with University and external constituencies;

- Recruit and recommend the appointment of Department Chairs in consultation with faculty and students and as prescribed by the *Faculty Handbook*;
- Prepare the School's annual budget in consultation with the School's Executive Committee;
- Facilitate communication among the School's faculty, students and staff and other segments of the University; and
- Review and transmit appointments, promotion and tenure recommendations to the President through the Provost and Chief Academic Officer.

Section 1.4 Associate and Assistant Deans

The Dean shall recommend, through the Provost and Chief Academic Officer, to the President the appointment of Associate and Assistant Deans as may be required.

Section 1.5 Administrative Support Staff

The Dean shall appoint the School of Business' administrative staff. The Dean, with the advice of the faculty, may adjust the number, composition and function of its administrative support units as the Dean deems necessary. Support units shall be administered by Directors who are appointed by and accountable to the Dean of the School.

Article V. The Faculty

Section 1. Composition

The School of Business faculty shall be composed of the Dean, those associate and assistant deans who have faculty status, professors, associate professors, assistant professors, instructors, lecturers, and such other persons as the University recognizes as faculty under the Howard University *Faculty Handbook*.

Section 2. Authority

The School of Business Faculty shall be the policy making and legislative body in all matters pertaining to the goals of the School and the educational needs of the student body.

Section 3. Officers of the Faculty

The Faculty shall be served by a Chairperson, a Vice-Chairperson, a Secretary-Treasurer, and a Parliamentarian. With the exception of the Chairperson, these officers shall be elected annually at the regular August meeting of the Faculty, and shall serve until their successors are elected and accept their office. Only tenured members of the Faculty shall be eligible to serve as officers of the Faculty.

Section 3.1 Chairperson

The Dean of the School of Business shall serve as the Chairperson of the faculty and preside over all meetings of the Faculty.

Section 3.2 Vice-Chairperson

The Vice-Chairperson shall preside over all meetings of the Faculty in the absence of the chairperson (Dean) and shall perform such duties as the Chairperson (Dean) shall delegate.

Section 3.3 Secretary-Treasurer

The Secretary-Treasurer shall be responsible for maintaining a complete file and record of all documents and minutes affecting activities of the Faculty. Actual minutes of meetings of the Faculty shall be recorded by a professional secretary on the staff of the School, and shall be reviewed and distributed to the Faculty by the Secretary- Treasurer at least one calendar week prior to the next regular meeting of the Faculty. The Secretary-Treasurer shall also be responsible for the receipt of all funds acquired or contributed by the Faculty as a group for any purpose.

The Executive Committee or its designee shall be responsible for the safekeeping and disbursement of these funds. A report of the receipt and disbursement of funds shall be made to the Faculty by the Secretary-Treasurer and the Executive Committee or its designee at the regular August and April meetings of the Faculty and at other times as needed.

Section 3.4 Parliamentarian

The Parliamentarian shall advise the Dean on the rules governing the proceedings of all meetings of the Faculty.

Section 4. Faculty Responsibilities and Rights

The faculty shares responsibility with the administration of the University in matters of shared governance including responsibility for academic programs; faculty recruitment and development; faculty evaluation and status; program development and review; student admission and advising; class schedule planning; general supervision of the research, teaching, and outreach activities of the school; and the allocation of university resources to support these activities.

It shall be the responsibility of each member of the Faculty to effectively plan, prepare, and conduct course instruction, to interact with students in a frequent and meaningful manner, to participate in Faculty and departmental meetings, and to serve on committees. Tenured and tenure track (probationary) members of the Faculty are also expected to

make scholarly contributions in research, to exhibit evidence of professional development, and to render service to the University, the profession, and the community.

It shall be the right of each member of the Faculty to enjoy academic freedom in the classroom in discussing his/her subject matter and to enjoy academic freedom in research and in the publication of the results, subject to such restrictions as may be imposed by grantors funding the research and by the University. It shall also be the right of each member of the Faculty to participate in non-academic matters and to be accorded the rights and privileges traditionally enjoyed by professionals, as long as this activity does not violate any University policy.

Each faculty member has the right to criticize and seek alteration of institutional regulations and policies through existing means of shared responsibility. Nothing in this section shall contravene the rights and responsibilities of the Faculty as established in the applicable Howard University *Faculty Handbook*.

Article VI. School Faculty Meetings

Section 1. Meetings

Regular meetings of the Faculty shall be held in August, October and April. The Chairperson (Dean) or Vice-Chairperson shall prepare and distribute an agenda containing the business to be transacted at each such meeting at least one calendar week prior to the meeting. The Executive Committee shall have the right to add items to the agenda. Faculty members can add items to the agenda by obtaining the approval, by majority vote, of the Executive Committee at least two weeks before the scheduled faculty meeting.

Special meetings of the Faculty may be called by the Chairperson (Dean) or Vice Chairperson of the Faculty at such times as he/she deems that the circumstances warrant such a meeting. Special meetings shall also be called by the Chairperson (Dean) or Vice-Chairperson (Dean) upon written request by any three (3) tenured or tenure track (probationary) members of the Faculty who are not on official leave. When calling a special meeting, the requestors must state the purpose for the meeting and provide that information to the Chairperson (Dean) or Vice-Chairperson. When a special meeting is scheduled, a notice will be distributed, stating the date, time, place, and purpose of the meeting. This notice shall be issued by the Chairperson (Dean) or Vice - Chairperson to the Faculty at least one week prior to the meeting, except in extreme emergencies.

"Executive session" meetings of the Faculty may be called by the Chairperson (Dean) or Vice-Chairperson of the Faculty at such times as he/she deems that circumstances warrant. Attendance at "executive session" meetings of the Faculty shall be limited to tenured, tenure track (probationary) and other full-time members of the Faculty only.

"Executive session" meetings shall also be called by the Chairperson (Dean) or Vice - Chairperson upon written request by any three (3) tenured or tenure track (probationary)

members of the Faculty who are not on official leave. When calling an “executive session” meeting, the requestors must state the purpose for the meeting and provide that information to the Chairperson (Dean) or Vice-Chairperson. When an “executive session” meeting is scheduled, a notice will be distributed stating the date, time, place, and purpose of the meeting. This notice shall be issued by the Chairperson (Dean) or Vice-Chairperson to the Faculty at least one calendar week prior to the meeting, except in extreme emergencies.

Section 2. Conduct of Meetings: Quorum and Rules of Order

The quorum necessary for all meetings shall consist of a simple majority of all tenured and tenure track (probationary) members of the Faculty who are not on official leave. The chairperson has the responsibility to determine if a quorum is present. In addition, any member can raise a point of order about an apparent absence of a quorum and call for a count by the Parliamentarian. Unless otherwise specified in these By-laws, the adoption of motions shall require a majority of the votes cast by those members of the Faculty who are eligible to vote and who are present when the vote is taken. Robert's Rules of Order, current edition, shall control all proceedings, unless otherwise provided in these By-Laws.

Section 3. Voting Rights and Procedures

All tenured and tenure-track (probationary) members of the Faculty shall have the right to cast one vote on each matter coming before the Faculty. Temporary (non-probationary) members of the Faculty shall have voice, but no vote on each matter. Members of the Faculty who are eligible to vote and who are on sabbatical or other leave shall retain their voice and vote at meetings of the Faculty.

The Faculty Chairperson (Dean) or the presiding Vice-Chairperson shall vote only when such a vote is needed to break a tie. Members of the Faculty are not permitted to vote by proxy. Votes may be cast by voice. However, votes shall be cast by a show of hands (in-person or by approved virtual access) or by a secret ballot, if such a call is made either by the Dean or a member of the Faculty. Temporary members of the faculty shall have voice, but no vote on each matter. Student representatives shall have voice, but do not have the right to vote on any matters before the faculty.

The tenured faculty of the various academic units of the university must develop criteria for evaluating candidates who seek appointment to faculty positions at each of the ranks.

Section 4. Student Representation at School Faculty Meetings

The student body of the School of Business shall be represented at meetings of the Faculty by one undergraduate student representative and one graduate student representative, each chosen in accordance with the School of Business Student Council governing procedures.

However, students may not participate in, be present during discussions of, or receive minutes relating to finance, tenure, promotions and appointments, personnel and student records.

Article VII. Student Council

The official student organization is the School of Business Student Council. The Student Council shall function under By-Laws approved by the Council, which are consistent with University and School policies and regulations governing the functioning of student organizations.

Article VIII. School of Business Committees

Section 1. Types of Committees

The School shall have standing committees which are required by the University, standing committees that are established by the School; and ad hoc committees, appointed by the Dean, which evolve out of the administrative needs of the School.

Section 2. Composition of Standing Committees

Unless otherwise provided, all tenured and tenure track (probationary) members of the Faculty who are not on official leave shall be eligible to serve on any committee. Non-probationary (temporary) members of the Faculty shall be eligible to serve and vote only on specially appointed (ad hoc) committees and the following standing committees: the Community Relations Committee; the Faculty-Students Committee; the International Students Committee; and the Library/Facilities Committee.

Each standing committee shall be comprised of one member of the Faculty from each department, unless otherwise provided herein. The members of all standing committees shall be elected annually at the regular August meeting of the Faculty, and shall serve until their successors are elected and accept their office. Vacancies shall be filled, by election, at meetings of the Faculty, as vacancies arise.

Whenever possible, no member of the Faculty shall serve on more than two (2) standing committees at a time. Nominations for standing committees shall be made by the departments, each of which shall convene as a nominating committee prior to the standing committee elections. When the number of standing committees exceeds the number of faculty members in a department, the department may decline to nominate members to each committee, or may nominate members of the Faculty from other departments to serve as its representatives.

The tenured and probationary (tenure track) members of the department who are not on official leave shall determine the process required for nomination. The chairperson of each committee shall be elected by the members of the committee, unless otherwise provided by these by-laws.

Section 3. Student Representation on Standing Committees

Unless otherwise provided herein, each standing committee except the Committee on Appointments, Promotions, and Tenure, the Judiciary Committee, and the Executive Committee, shall include two (2) student representatives, one undergraduate and one graduate. These representatives shall be selected by the official student Council of the School of Business.

However, students may not participate in, be present during discussions of, or receive minutes relating to finance, tenure, promotions and appointments, personnel and student records. Furthermore, students are not permitted to attend meetings of or receive minutes of the following faculty committees: Committee on Appointments, Promotions and Tenure; the Judiciary Committee; and the Executive Committee.

Section 4. Committee Reports

Standing committees should prepare and file reports of their activities with the Secretary-Treasurer of the Faculty at least two (2) weeks before the regularly scheduled meeting of the Faculty. These reports shall be made available to any interested member of the Faculty. Each standing committee shall submit annual reports to the Faculty at the final meeting of the academic year and submit such other reports as may be required during the year. Committees are urged to present minority reports when significant diversity of opinion exists within the committee.

Section 5. Academic Planning Committee

The committee shall periodically review the school's undergraduate curriculum and make recommendations to the dean regarding required enhancements to assist the departments in ensuring that the undergraduate curriculum and programs of the school are current and consistent with the changing environment. The committee shall recommend to the Faculty academic policy for the undergraduate program, develop plans for improving its curriculum and programs, and evaluate proposed curriculum and program changes. The committee shall also make recommendations to the Faculty in response to any other charges designated by the Faculty.

Section 6. The Committee on Appointments, Promotions and Tenure

The School Appointments, Promotions and Tenure (APT) Committee shall be comprised exclusively of tenured members of the Faculty, excluding department chairs, all deans (including assistant and associate), and all other administrators (any member of the Faculty who receives any compensation or stipend beyond their faculty salary for performing administrative tasks designated by the administration on a permanent or temporary basis), and directors of academic programs.

Members of the School APT Committee who are members of a candidate's home department are ineligible to review and/or vote on that candidate's application.

Whenever the APT Committee does not have at least three (3) members of the Faculty eligible to vote, the Dean, in consultation with the Faculty, can establish a specially appointed committee of Faculty from the same School and in the same or related area of concentration as the candidate.

For full professor promotions, this committee shall consist only of full professors, excluding department chairs, all deans (including assistant and associate), all other administrators, and members of the same department as the candidate. Whenever the APT Committee does not have at least three (3) members of the Faculty eligible to vote, the Dean, in consultation with the Faculty, shall establish a specially appointed committee of Faculty from the same School and in the same or related area of concentration as the candidate. The right to appeal a negative decision regarding the promotion to full professor is the same as that for all other tenured and tenure-track candidates.

On each occasion, the voting procedure by the School APT Committee shall be by open ballot. A secret ballot shall never be used.

In all appropriate cases, as established in the applicable Howard University *Faculty Handbook*, the procedure for the review of applications shall be as described below.

Section 6.1. At the Department Level

In the case of appointments, a recommendation to appoint an individual to any position on the Faculty should be initiated by a recommendation of the department chair and the department APT Committee. Both of these recommendations, together with the credentials of the prospective member of the Faculty, shall be forwarded to the Dean. The Dean, in turn, shall obtain the recommendation of the School APT Committee, add his/her own recommendation, and forward the entire file to the Provost or appropriate higher level administrator.

In the case of reappointments of probationary (tenure track) members of the Faculty, promotions, and applications for tenure, the department chair shall notify the candidate in writing to prepare his/her application and the supporting documents. The candidate shall submit to the department chair the requested materials. The response of the department chair, and that of the candidate, shall be consistent with the time schedule established by the administration.

The department chair shall forward the materials received from the candidate to the chairperson of the department APT Committee. The department APT Committee is composed of all those tenured members of the Faculty in the department excluding the department chair, all deans (including assistant and associate), and directors of academic

programs. The committee shall meet, discuss the case, take a vote, and forward its recommendation, in writing, to the department chair.

On each occasion, the voting procedure by the department APT Committee shall be open ballot without any secret ballots, whatsoever. The department chair shall then conduct a separate evaluation and make a separate recommendation.

The recommendations of the department chair and the department APT Committee shall then be communicated, in writing, to the candidate by the department chair. This communication and the response of the candidate shall be done in accordance with the time schedule and the provisions established in the Howard University *Faculty Handbook*.

After the department's initial review and any reconsideration are completed, whether positive or negative, the department chair shall forward all recommendations, along with the candidate's application and supporting documents, to the chairperson of the School APT Committee. The department chair shall also forward copies of his/her recommendation along with that of the department's APT Committee to the Dean.

All of these steps will be performed utilizing the University's APT management system.

Section 6.2. At the School Level

The chairperson of the School APT Committee has the responsibility to make certain that all materials regarding the candidate that have been received in a timely and correct manner from the department chairperson are made available for review by each member of the committee at least five business days before the meeting at which a vote on the candidate's application is scheduled to occur.

The School APT Committee shall meet, discuss each application, and take a vote on it. The recommendation of the Committee and the explanation for such shall be communicated in writing from the Chairperson of the School APT Committee to the Dean. Each of these and any other required communications and/or processes shall be completed in accordance with the schedule and processes established by the Office of the Provost and the *Howard University Faculty Handbook*.

All of these steps will be performed utilizing the University's APT management system.

Section 6.3. At the Dean's Level

After the department's initial review, recommendation, and reconsideration (if any) are completed, the recommendations are reviewed by the school dean and APT Committee. After review, the school APT Committee will submit its recommendation to the dean. The dean will then conduct a review of the application file and all accompanying recommendations and render an independent recommendation. The dean will notify the candidate and the department of the results of the school level of review in writing.

Section 6.4. Reconsideration & Appeal Rights

If the recommendation of the school APT Committee or the dean is negative, the dean's notice will also include a detailed explanation for the negative recommendation and notice of the right to request reconsideration. Within two (2) weeks of receipt of the dean's notice, a candidate who wishes to request reconsideration will do so in writing, setting forth in detail the grounds for the appeal. Within two (2) weeks of receiving the request, the dean and/or the school APT committee will consider the evidence, conduct a new vote (if necessary), and the dean will inform the applicant and the department of the final recommendation. In the case of a negative decision, the dean shall advise both the applicant and the department of their right to appeal to the Faculty Grievance Commission. All of these steps will be performed utilizing the University's APT management system.

Section 6.5. Reappointment of Temporary Faculty

In the case of the reappointment of temporary (non-probationary) members of the Faculty, if either the department chairperson or the department APT Committee recommends reappointment, then both the chairperson's and the APT Committee's recommendations are forwarded, with the appropriate documentation, to the Dean. The Dean, in turn, shall obtain the recommendation of the School APT Committee, add his/her recommendation, and forward the entire file to the Provost. If the department chairperson and the department APT Committee decide not to recommend reappointment, the matter is closed and not subject to appeal.

Section 7. *Community Relations Committee*

This committee shall act as a liaison between the School and the community and act as voice of the Faculty in such areas as adult education, small business development, coordination with other units of the University involved in similar programs, and alumni association matters.

Section 8. *Executive Committee*

The Executive Committee shall consult with the Dean and make recommendations to the Dean and to the Faculty concerning the objectives of the School and proposals for improving its operations and administration. It shall review and make recommendations concerning, but not limited to, procedures for admission, readmission, preregistration, registration, class scheduling, student scholarships, and other administrative matters. The Faculty can instruct the committee to act for the Faculty on certain specified matters when the full Faculty cannot be expeditiously convened.

The Executive Committee is composed of one tenured associate or full professor from each department and one probationary (tenure track) assistant professor/associate professor who shall be nominated and elected at-large, by the Faculty, to represent the

interests of tenure track (probationary) members of the Faculty. Department chairpersons and administrators are not eligible to serve as members of this committee. The Dean, as an ex-officio member, has voice but no vote on all matters before the committee.

The dean shall be evaluated by the faculty of the school, in writing, at least once every two (2) years. The evaluation shall be developed and coordinated by collaboration between the Office of the Provost and Chief Academic Officer and the Executive Committee of the School. Evaluation rubrics will be distributed to faculty within the school to provide them the opportunity to give feedback on their decanal leadership. The evaluation rubric will consist of a series of questions in which participating faculty will assign a score and will be given an opportunity for discursive comments. The discursive comments allow faculty to state any reasons they have for believing that the decanal leadership has or has not helped the school make progress in meeting its mission and goals. The Executive Committee will tabulate the results of the evaluation and submit a summary report and all completed evaluation rubrics to the Provost. The rubric responses and comments will be anonymous and will not be edited. The Provost will communicate the results of the evaluation to the full-time faculty within the school within sixty (60) days of the completion of the evaluation. The results shall be used by the Provost to improve the effectiveness of the dean and to make recommendations to the President regarding his/her continuation or replacement.

Section 9. Faculty Development and Research Committee

This committee shall support the Faculty in the area of research. It shall keep the Faculty abreast of environmental trends and developments concerning, but not limited to, faculty research evaluation techniques, availability of databases, publication opportunities, funding sources, and emerging research issues. Additionally, it shall seek to improve the research output of the Faculty by organizing seminars, workshops, and working paper series. The committee shall also make recommendations to the Faculty with respect to these charges and to any other charges designated by the Faculty.

Section 10. Faculty Development and Teaching Committee

This committee shall support the Faculty in the area of teaching. It shall keep the Faculty abreast of environmental trends and developments concerning, but not limited to, effective teaching methods, faculty teaching evaluation techniques, and the status of teaching in research institutions. In addition, it shall seek to improve the teaching effectiveness of Faculty by organizing seminars, workshops, and practicums on the subject. The committee shall also make recommendations to the Faculty with respect to all these charges and to any other charges designated by the Faculty.

Section 11. Faculty-Students Committee

This Committee shall coordinate Faculty-student activities. It shall seek to enhance understanding and cooperation between members of the Faculty and the student body and

to increase participation by members of the Faculty and the student body in the School's programs and activities. This committee shall also review and make recommendations concerning the formation and operation of student organizations. The number of student representatives on this committee shall equal Faculty membership.

Section 12. Graduate Program Committee

The committee shall periodically review the school's graduate curriculum and make recommendations to the dean regarding required enhancements to assist the departments in ensuring that the graduate curriculum and programs of the school are current and consistent with the changing environment. The committee shall recommend to the Faculty academic policies for the graduate program, develop plans for improving curriculum and programs, and evaluate proposed curriculum and program changes. The committee shall also make recommendations to the Faculty in response to any other charges designated by the Faculty. The administrator of the Graduate Program shall be an ex-officio member of the Graduate Program Committee.

Section 13. International Students Committee

This committee shall serve as an overseer of specific issues that pertain to foreign students including academic matters and other concerns such as finances, residence, employment, and citizenship. It shall coordinate its activities with appropriate University offices.

Section 14. Judiciary Committee

The Judiciary Committee shall be established and administered in accordance with the Howard University *Academic Code of Student Conduct*. Faculty discipline of students for infractions of the Code shall be the exclusive prerogative of this committee. The members elect a Chairperson of this committee and the election is ratified by the entire faculty body. The chairperson shall have the right to vote only in cases of a tie vote.

Section 15. Library /Facilities Committee

This committee shall regularly evaluate the adequacy of the library, study all possible means for improvement of library facilities, and make recommendations to the librarian and the Faculty for improvement. This committee shall also advise the librarian regarding acquisition of publications useful for the efficient operation of the School's teaching and research programs and work with the librarian and the Faculty to insure effective use by the Faculty and students of the library facilities. The School's librarian shall be an ex-officio member of this committee.

Section 16. Specially Appointed Committees

These committees may be created for any need or purpose outside the appropriate jurisdiction and concern of the standing committees or existing specially appointed committees. Such committees may be created and their membership appointed by the Dean or they may be created by Faculty motion and comprised of members elected by the Faculty.

In most circumstances, two (2) student representatives, one undergraduate and one graduate, shall serve on such committees. All specially appointed committees shall dissolve at the conclusion of the academic year in which they were created, unless their continuance is specifically directed by the Dean or by the Faculty at a meeting of the Faculty.

However, students may not participate in, be present during discussions of, or receive minutes relating to finance, tenure, promotions and appointments, personnel and student records.

Article IX. Academic Departments: Organization and Functions

Section 1. Academic Departments

The School is currently organized into the following academic departments: (1) Finance and Accounting, (2) Information Systems and Supply Chain Management, (3) Management and International Business, and (4) Marketing. A department shall consist of those members of the Faculty appointed to give instruction in one or more of the established disciplines of the department. Departments may be added or deleted by vote of the Faculty, recommendation by the Dean, recommendation by the Provost, and approval by the President and the Board of Trustees.

Sections 2. Functions

Each department shall be responsible for formulating and implementing its instructional and research programs under the direction of its chairperson. The department shall have the fullest measure of autonomy consistent with the maintenance of general faculty, School, and University policies including, but not limited to, budget preparation, curriculum development, and faculty appointments. Departments shall meet on a regular basis, with all full-time lecturers, instructors, assistant professors, associate professors, and professors entitled to vote at each meeting.

Each department shall have the following: a chair; a Committee on Appointments, Promotions, and Tenure; an Executive Committee; and a Curriculum Committee. Other standing committees may be created by Faculty vote. Additionally, specially appointed committees may be created by Faculty vote or appointed by the department chair as the need arises.

Section 3. Department Chairpersons

The chairperson of each department shall be a member of the department with tenure. The chairperson shall be appointed by the President, after recommendation by the Provost and the Dean, who shall consult with the members of the department concerned. Tenure track (probationary) members of the Faculty are eligible to serve only as acting chairpersons for one-year appointments. Temporary (non-probationary) members of the Faculty are not eligible to serve either as a chairperson or as an acting chairperson.

The chairperson is the presiding officer of the department and is responsible for its administration. 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.

Before the start of each academic year, the department chair will meet with each faculty member and agree to the workload distribution, in accordance with the *Howard University Faculty Workload Policy* (or any subsequent controlling document), and related goals and objectives that will be used during the particular evaluation period based on which the faculty member's performance will be assessed. In preparation for the end-of-the year evaluation, the department chair will review the faculty member's performance with the performance evaluation rubric that has been approved by the faculty of the School, in accordance with the processes indicated in the *Howard University Faculty Handbook*, and meet with the faculty member to discuss the evaluation results.

Removal of a chair may be initiated by the department upon two-thirds vote of the full-time faculty members of the department. The provisions for the removal of chairpersons, the selection of new chairpersons, and the evaluation of chairpersons shall be consistent with the guidelines established in the applicable *Howard University Faculty Handbook*.

Section 4. Committee on Appointments, Promotions, and Tenure

Each department shall have a Committee on Appointments, Promotions and Tenure which shall make recommendations regarding all decisions related to appointments, reappointments, promotions, and tenure concerning prospective Faculty members and Faculty members of the department, both full and part-time. In all cases, the membership of this committee shall be composed of all of those tenured Faculty members of the department, excluding the department chair, all deans (including assistant and associate). In all cases, the chairperson of the department Committee on Appointments, Promotions, and Tenure shall be elected by a majority vote of the members of the committee.

When evaluating promotions to the rank of full professor, the committee must also include at least two (2) full professors. If there are not two eligible full professors from the applicant's department to serve on the committee, the department must select eligible full professors from other departments to serve on the committee. In every case where a department does not have at least three (3) members of the Faculty eligible to vote, the

Dean, in consultation with the Faculty of the department, can establish a specially appointed committee of Faculty from the same School and in the same or related area of the candidate.

In the case of decisions relating to appointments, reappointments, promotions, and tenure, the procedure is as described above in *Article VI, Section 6* of the By-Laws.

Section 5. Executive Committee

Each department shall have an Executive Committee of three (3) members, elected by the members of the department from the tenured Faculty members of the department who are not on official leave. The department chair shall be an ex-officio (non-voting) member of the Executive Committee but is not eligible to serve as its chairperson.

The departmental executive committee shall fulfill its roles and responsibilities in the sabbatical leave review process and faculty discipline process, as set forth in the Faculty Handbook.

In all cases, the chairperson of the departmental Executive Committee shall be elected by a majority vote of the members of the committee.

When requested by the chair of the department, the Executive Committee shall be responsible for recommending academic policy for the department, preparing departmental budget requests, and performing such other duties as may be delegated to it by the members of the department or the chairperson of the committee. If a department does not have three eligible members, the Dean, in consultation with the tenured and tenure track (probationary) Faculty members of the department, may establish a specially appointed departmental Executive Committee.

Section 6. Curriculum Committee

Each department shall have a Curriculum Committee consisting of at least three (3) faculty members elected by the members of the department from the ranks of tenured and tenure track (probationary) assistant professors, associate professors, and professors who are not on official leave.

The committee shall periodically review the department's curriculum and make recommendations regarding required enhancements.

The Curriculum Committee shall be responsible for developing, recommending, and evaluating plans and proposals for improving curricula and programs in the department. If a department does not have three (3) eligible members, the Dean, in consultation with the tenured and tenure track (probationary) faculty members of the department, may establish a specially appointed committee.

Article X. Board of Visitors: (BOV) Overview

The School should maintain a Board of Visitors (BOV) to provide financial and professional support and counsel to the School. 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 provide the President, Provost and Chief Academic Officer, Dean, and Board of Trustees with an objective, informed perspective in the form of an annual report and shall generate external financial support for the unit.

Section 1. Membership Approval

The 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 School, and the chair of the Board of Visitors. Nominations may come from any source (Deans, faculty, alumni, etc.)

Section 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 theoretical or practical, academic or professional, vocational or avocational.

Section 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.

Section 4. Member Terms

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

Section 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 School.

Article XI. By-Laws Amendment Procedures

The By-Laws of the School of Business shall be reviewed for updating at a minimum of every five years. The vote to amend the By-Laws shall occur at a duly called regular or special meeting of the Faculty, provided that copies of the proposed amendment(s) have been distributed to the Faculty at least thirty (30) days prior to the meeting. The By-Laws may be amended by the Faculty upon a two-thirds vote of all members of the Faculty in the School of Business who are eligible to vote and present at the meeting. Following faculty consideration, the dean of the school shall prepare a recommendation and submit both the recommendation and the proposal to the Provost. Following the Provost's review, these and the Provost's recommendation shall be forwarded to the President for review and approval and for submission to the Board of Trustees for final action.

Howard University School of Business
Criteria for Appointment, Re-appointment, Promotion & Tenure

Approved by School Wide APT Committee

January 24, 2025

I. INTRODUCTION

The policies and standards set forth in this document are intended to serve as a guide for the Appointments, Promotions and Tenure (APT) committee of the School of Business. *APT matters are solely within the purview of tenured faculty at the HUSB.* The performance categories and weight allocations that will be used in the rest of this document are as follows:

Performance Category	Weight
1. Teaching	40%
2. Research	40%
3. Service	20%

A. Key Definitions

Discipline:

The term "discipline" in this document refers to one of the five areas of study around which the five departments in the Howard University School of Business are currently organized.

These disciplines are Accounting, Finance, Information-Systems, Management & Marketing.

Research:

The term "research" refers to formal scholarly activities undertaken by a faculty member of the Howard University School of Business that seeks to add:

(a) primarily to the body of knowledge in the discipline/sub-discipline in which that faculty member was initially hired to teach, and,

(b) secondarily to pedagogy in that faculty member's discipline &/or sub-discipline.

Abstract, Journal, Proceedings, Peer-reviewed are standard terms, regularly and widely used in academe in America. The definitions for these terms may be obtained from widely used and accepted sources such as: The APA Manual of Standards, The Chicago Manual of Style, Funk & Wagnall's Manual of Style, The Harvard Manual of Style, The Turabian Manual of Style, or Cabell's Directory.

B. Methodology Used in This Document to Evaluate Research

Research will be evaluated as follows:

1. The number of publications (e.g., journal articles or conference proceedings) a faculty member has produced in a given time period (e.g., one- year contract, two-year contract) will first be ascertained from the appropriate documentation provided to this committee by the faculty-member, the chair of his/her department, the relevant departmental APT committee and/or the Office of the Dean.
2. Each of these publications will then be categorized for its appropriate quality-contribution, as determined by that publication's place in the Tier-system described below in Sections IV-B.
3. Each of these publications will then be weighted for its appropriate author-contribution (described below in Section IV-B).

The assumption used here is that an author's intellectual effort/contribution to a publication is inversely related to the number of authors listed for that publication (e.g., when a single author is listed, it implies that the listed author contributed 100% to its publication); when two authors are listed, it implies that each of them contributed less than 100% to its publication).

4. All of these "categorized", and "weighted" publications will then be added resulting in a numeric score that represents that faculty member's research productivity for the period of evaluation.

II. INITIAL APPOINTMENT

A. Full-time Lecturer, Part-time (Adjunct) Lecturer, and Visiting Faculty

- A minimum of a master's degree or ABD (all but dissertation) in the relevant field that the faculty member is being considered to teach in, from an AACSB accredited institution or the equivalent as determined by the relevant departmental committee.
- Alternatively, an individual deemed to have excellent relevant professional experience, as determined by the relevant department.
- *All adjunct and full-time lecturer appointments are temporary. The length of the contract shall be one year or less.*
- *Visiting faculty hold temporary appointments, renewable annually, for a maximum of 3 years.*

B. Assistant Professor Tenure Track:

- A minimum of a doctoral degree in the relevant field for which the faculty member is being considered to teach, from an AACSB accredited institution or the equivalent accreditation as determined by the relevant departmental committee.

C. Associate Professor Tenure Track: (If applying for Associate Professor *with tenure* as an initial appointment, see section IV)

- A minimum of a doctoral degree in the relevant field that the faculty member is being considered to teach in, from an AACSB accredited institution or the equivalent as determined by the relevant departmental committee.
- A minimum of five peer-reviewed articles published in journals in the candidate's field of hire.

D. Full Professor with Tenure: (If applying for Full Professor as initial appointment, see section IV)

- A minimum of a doctoral degree in the relevant field that the faculty member is being considered to teach in, from an AACSB -accredited institution.
- Must meet the criteria for promotion to Full Professor (Sec. IV-B.3.ii) with the exception that the publications do not have to be published while at Howard

III. RE-APPOINTMENT to Same Rank/Title

A. Temporary Faculty

1. Fulltime Lecturer

- *Teaching:* 80% See Section IV-A for details
- *Research:* Not Applicable
- *Service:* 20% See Section IV-C for details

2. Part-time Adjunct

- *Teaching:* 100% (See Section IV-A for details)
- *Research:* Not Applicable
- *Service:* Not Applicable

B. Assistant Professor tenure track

- *Teaching:* See Section IV-A
- *Research:* *One peer-reviewed journal publication (with Howard University affiliation), during the term of the 1st three-year contract. [Following reappointment, the faculty member may apply for tenure by the end of their reappointment term. The publication requirements for tenure are specified in IV-B.*
- *Service:* See Section IV-C

C. Associate Professor tenure track - N/A: Associate Professor Tenure track must apply for tenure by the end of first appointment - see section IV)

IV. **PROMOTION AND/OR TENURE**

A. Teaching: 40%

- These evaluations are based on a 5-point scale with the anchors being
1 = Poor, 2 = Below Average, 3 = Average, 4 = Above Average and 5 = Outstanding.

Student evaluations are to be averaged with the peer evaluations (including Chair) to give an overall average. For example, if a candidate's student evaluation average is 4.0 for all courses, and their peer evaluation average is 4.4, the overall average to be reported in the application would be 4.2. It is the candidate's responsibility to compute and report the averages of these evaluations, and to break the averages out by student and peer. The original student evaluations should be included i.e., not just the candidate's summation.

The following factors are considered overall:

- Student teaching evaluations. These evaluations may also include comment sheets and student letters to the faculty member and administrators during and after the semester.
- Chair and peer-evaluations based on class-room visitations and review of course materials.

- Teaching portfolio submitted by the faculty member. The portfolio may include syllabi, exams, samples of good student projects, samples of good case write-ups turned in by students and instructional material handed out to students.
- Updating of course syllabi and other course materials.
- Developing effective supplemental course materials.
- Developing new cases and new case materials.
- Proposing and developing new courses for new and existing academic programs.
- Teaching new courses
- Self-evaluation
- Other relevant information (such as number of course preparations)

B. Research: 40% (of total evaluation points)

1. Each department in the School of Business has developed a preferred list of journals that meet its criteria for acceptable publication outlets. This list provides a guide for faculty to consider for submission of their publications. The faculty are encouraged to seek guidance from the Department Chair and Department APT Committee on whether journals outside of this department list are acceptable **prior** to submission to ensure the outlet meets the criteria for promotion and tenure.

The following are considered in the evaluation of faculty research:

Tier I: Publications in peer-reviewed journals listed in indices and directories appropriate to the discipline, with acceptance rates of less than 15%, or Q1 Scimago or A* and A in ABDC and rated as Tier I in the departmental ratings.

Tier II: Publications in peer-reviewed journals listed in indices and directories appropriate to the discipline, with acceptance rates of greater than 15% and less than or equal to 25% or Q2 in Scimago or rated B in ABDC and rated as Tier II by the Department.

Tier III: Publications in peer-reviewed journals listed in indices and directories appropriate to the discipline, with acceptance rates of greater than 25% and less than or equal to 50% or Q3 in Scimago or rated C in ABDC and rated as Tier III by Department. Serving as the Principal Investigator (PI) on funded grants of at least \$250,000 per annum. Serving as co-PI will be counted as a Tier III co-authored publication. These points will be given in addition to any points given for a refereed article stemming from funded grants.

Tier IV: Publications in other refereed journals, refereed and nonrefereed chapters in books, books and refereed publications that are products of funded grants or contracts, publications in refereed proceedings, and being PI on awards of non-School of Business funded research grants or contracts of at least \$25,000 per annum (these grant based points are given in addition to the points given for a refereed article stemming from funded grants).

Tier V: Publications in non-refereed proceedings; other published research; awards of non-School of Business funded research grants or contracts of less than \$25,000.

Note: Cabell's Directory is the published source used for acceptance rates on the journal tier criteria. All journals must be listed in either Cabell's Whitelist Directory and not appear in Cabell's Blacklist Directory, or Scimago SJR or ABDC at the time of the faculty evaluation. For Scimago: SJR Tier I is for Q1, Tier II is for Q2, Tier III is for Q3. For ABDC Tier I is A and A, Tier II is B, and Tier III is C journals. It is permissible that a given article appear in only one of the three ratings services. Therefore, the article does not have to appear in more than one of the rating sources, but more than one is also acceptable.*

Journal Rating Table

	Tier 1:	Tier 2:	Tier 3:
Cabell's Acceptance Rate	< = 15%	>15% but < or = 25%	>25% but < = 50%
Scimago: SJR	Q1	Q2	Q3
ABDC	A* and A	B	C

2. Points assigned to each tier:

	Research Points for Publications that are:	
	Single-authored	Co-authored
Tier I*	1.25 (1.50 if ABDC A*)	1.00 (1.25 if ABDC A*)
Tier II	1.00	0.75
Tier III	0.75	0.5
Tier IV	0.5	0.25
Tier V	0.15	0.10

- *In addition to the point calculations detailed above, external letters of review of candidates' research will also be considered in the overall evaluation of research.*

3. For each promotion/tenure decision listed below, what is listed for it accounts for the total points earned for research.

(i) Assistant Professor or Associate Professor to the rank of Associate Professor with Tenure:

- At least five research points while at Howard (see weighting scheme in section IV-B.2 above), additionally, at least three publications must be from Tier I or Tier II.

For example, if a candidate for tenure has one Tier I sole authored article and 5 co-authored Tier II articles, their total research points would be calculated as follows:

Article 1 = 1.25 points

Articles 2-6 @ .75 each = 3.75 points

Total research points = 5.0 points

Since a total of five research points is necessary for meeting the publication requirements for recommendation for promotion to Associate Professor and tenure, the candidate would meet the requirement. Note: This point requirement is a necessary condition for recommendation for tenure and/or promotion.

(ii) Tenured Associate Professor to Full Professor:

- Six research points since becoming a tenured Associate Professor (see weighting scheme, section IV-B.2 above), additionally:
 1. At least five Tier I or Tier II articles must have been published since becoming a tenured associate professor.
 2. At least one publication must be from Tier I since promotion and tenure.
 3. At least one sole authored publication from Tier I II or III.

EXAMPLE: If a candidate has one Tier I sole authored publication and 7 co-authored Tier II publications since promotion and tenure they would have:

1.25 points for the Tier I publication and 5.25 points for the 7 Tier II co-authored publications for a total of 6.5 points total. Additionally, they would meet the criterion of five Tier I or II articles, one sole-authored publication and one Tier I publication. ***The candidate would thus meet the research requirements for recommendation for promotion to Full***

Professor. The research requirement is a necessary condition to earn a recommendation for promotion from the evaluating body.

C. Service (20%):

Service refers to work performed in contribution to the benefit and welfare of others. For this performance category, the Committee considers the following:

- **Service to the University**
 1. University-wide committee(s): (leader-chair/co-chair, secretary; or member)
 2. Other relevant Faculty Senate involvement
 3. Chair/Member/Advisor of doctoral dissertation or master's thesis committee(s)
 4. Other relevant information provided by candidate
- **Service to the School**
 1. School-wide committee(s): (leader-chair/co-chair, secretary; or member)
 2. Development of research center(s)
 3. Seminars/Workshops/Conferences
 4. Official activities engaged in to recruit students to attend Howard University
 5. Advisor/Mentor to student fraternities/clubs/organizations
 6. Other relevant information provided by candidate
- **Service to the Department**
 1. Departmental committee(s): (leader-chair/co-chair, secretary; or member)
 2. Development of Special Projects
 3. Advisor/Mentor to student fraternities/clubs/organizations
 4. Advising and counseling students
 5. Development and administration of new academic programs.
 6. Other relevant information provided by candidate
- **Service to the Community**
 1. Serve as Editor/Reviewer/Advisory Board (of journals, conferences, etc.)
 2. Serve on Editorial Boards (of journals, conferences, etc.)
 3. Serve on boards of relevant companies and corporate entities
 4. Review grant proposals
 5. Work for charitable organizations
 6. Faculty preceptor
 7. Other relevant information provided by candidate

Service will be evaluated by the committee and rated jointly (i.e., one score for both areas) on a 1-5 scale, the same as other areas with the following anchors: 1 = poor, 2 = below average, 3 = average, 4 = above average, 5 = outstanding.

EXAMPLE:

If a candidate for tenure had the *required minimum of five points for research*, the Committee would vote this as "average," and they would score 3 out of 5 for research.

For teaching, if their grand mean were 4.2, they would likewise score 4.2 out of 5 for teaching. If their service were rated above average, they would score 4 out of 5 for this component.

Thus, their overall average would be:

.4*3 + .4*4.2 + .2 * 4.0, for a total overall score of: 1.2 + 1.68 + .8 = 3.68, or above average, and the candidate would be endorsed for promotion and tenure. A candidate must therefore meet the minimum research requirements and have at least 3 points for recommendation by the evaluating committee for promotion to associate professor with tenure.

A candidate for Full Professor *scoring the minimum 6 points for research* and having the same scores for teaching and service would score as follows $.4*3 + .4*4.2 + .2*4.0 = 3.68$ and would be recommended for promotion to Full Professor by the committee doing the evaluation.

Note that these point values and ratings represent minimum requirements and do not constitute the entire range of the overall evaluation.

HUSB APT Committee (2024-25):

R. Smith, Chairperson

R. Goel

M. Kavooosi

P. Oyewole

S. Paschall