

Bylaws & APT Criteria of the School of Communications

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Preamble

The School of Communications is committed to ensuring that the academic life of the school functions in such a way that maximizes its purpose, organization, and effectiveness in the collaborative pursuit of its adopted mission, goals and objectives. As evidence of this commitment, the Faculty of the School, in collaboration with the Office of the Dean, has prepared and adopted a set of Bylaws designed to frame the essential structure and conditions under which we have agreed to configure and govern ourselves and our associated activities. The Faculty and Administration of the School have framed these Bylaws in an effort to function efficiently and effectively. These Bylaws are established on the principles of accountability, transparency and fairness and are intended to ensure that there is a system of checks and balances in place to govern the relationship between the Faculty, Staff and students. They establish the terms, conditions, rules and regulations governing the school in a manner that is clear and readily intelligible in an effort to set forth why we exist, our purposes, and how we shall function.

By adopting these carefully worded Bylaws, both the Faculty and the Administration of the School of Communications agree, individually and collectively, to abide by the terms and conditions set forth herein. In doing so, we recognize that the good of the whole must be promoted above the wishes of the individuals so that we can advance the purpose, mission, goals and objectives of the School of Communications and Howard University.

Article I. Mission Statement

The mission of the School of Communications is to prepare graduates to exercise global leadership within and across diverse communities, locally, nationally, and globally through communication research, professional practice, innovation, job creation, social justice, and service via cutting-edge knowledge, skills and technology.

The aforementioned mission is aligned with the mission of Howard University. It is a mission founded and grounded in ethics, academic freedom, the disciplined and rigorous pursuit of knowledge, a commitment to social advocacy and social justice, and a responsibility for leadership in the complex and multifaceted field of communications, as both academicians and professional practitioners.

In keeping with the research thrust of the University, the School of Communications is committed to a pedagogy that emphasizes skills not only as critical consumers of knowledge, but more importantly, as creative and careful researchers/practitioners and producers of knowledge.

The School of Communications shall prepare its students to function effectively in and to contribute substantively to an ever-changing world that is communication-intensive and technology-driven. The School of Communications is committed to maintaining its domestic and internationally recognized reputation as a leading center for teaching, research and professional practice in the multidisciplinary and multi-dimensional field of communications.

Article II. Status within the University Organizational Structure

Section 1. Basic Authority: Charter of the University

The School of Communications operates under the basic authority of the Charter of Howard University. The Charter of the University stipulates that "The immediate governance of the several Departments, subject to the control of the Trustees, shall be entrusted to their respective faculties, but the Trustees shall regulate the course of study, prescribe, with the advice of the professors, the necessary textbooks, confer such degrees and grant such diplomas as are usually conferred and granted in other universities." (University Charter, Section 6)

Section 2. Authority of the Howard University Board of Trustees

The School of Communications 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*.

Article III. Organizational Structure of the School of Communications

Section 1. General Administration

The administration of the School shall include the Dean, Associate and Assistant Deans, and Department Chairs.

Section 2. Administrative Organization

A. Dean

The Dean, who is the chief academic and administrative officer of the School, shall head the School of Communications. The Dean is subject to the authority of the Board of Trustees, the Howard University *Faculty Handbook*, and the Bylaws of the School of Communications. It is also under the supervisory authority of the Provost and Chief Academic Officer and the University President.

B. Appointment of the Dean

Upon the recommendation of the President, with advice and comment from a search advisory committee appointed by the President, the Board of Trustees shall appoint the Dean. The Dean shall serve at the will and pleasure of the President.

C. Duties and Responsibilities of the Dean

The duties and responsibilities of the Dean of the School of Communications shall include, but are not limited, to the following:

1. Promote the mission and goals of the School and represent the School in its official relations with internal Howard University constituencies and external constituencies;
2. Recruit and recommend the appointment of Department Chairs in consultation with Faculty and students and as prescribed by the *Faculty Handbook*;
3. In consultation with the School's Executive Committee, prepare the School's reports and materials for presentation to internal and external constituencies;
4. Facilitate communication among and between the School's Faculty, students, staff and other segments of the University;
5. Review and transmit appointments, promotions and tenure recommendations to the President through the Provost and Chief Academic Officer;
6. Serve as chair of School-wide Faculty Meetings;
7. Convene all initial School-wide standing committee meetings, maintain the reports of all standing committee meetings, execute the approved recommendations of the Faculty and serve as an ex officio member, with voice but no vote, on all School-wide standing committees, with the exception of the School-wide APT committee to ensure independent judgment.

D. Associate Deans

Associate Deans must be members of the School's Faculty at the rank of Professor or Associate Professor prior to or concurrent with their appointment to the position. Prior to appointment, they must hold an earned doctorate or terminal degree in an academic discipline housed within the School of Communications.

E. Appointment of Associate Deans

The Dean shall recommend, through the Provost and Chief Academic Officer, to the President the appointment of all Associate Deans. The Associate Deans shall serve at the will and pleasure of the President.

F. Duties and Responsibilities of Associate Deans

The duties and responsibilities of the Associate Deans shall be outlined in a position description approved by the Dean of the School.

G. Evaluation of the Dean and Associate Deans

The School-wide Faculty shall evaluate the Dean and the Associate Deans every two (2) years to assist them in improving their performance. The School's evaluation instrument for the Dean and Associate Deans shall be developed and administered by the School-wide Executive Committee. The results shall be summarized and reported to the Faculty; however, the details shall remain confidential. The Schoolwide Executive Committee shall present the detailed respective results to the Dean and Associate Deans and to the Office of the Provost and Chief Academic Officer, that coordinates evaluations for all academic deans with appropriate input from the applicable school/college, in accordance with the *Faculty Handbook*.

H. Appointment of Assistant Deans

The Dean shall recommend to the President, through the Provost and Chief Academic Officer, the appointment of all Assistant Deans. The Assistant Deans shall serve at the will and pleasure of the President.

I. Duties and Responsibilities of Assistant Deans

The duties and responsibilities of the Assistant Deans shall be outlined in a position description approved by the Dean of the School.

J. Evaluation of Assistant Deans

The evaluation of Assistant Deans shall be conducted according to the University guidelines established for staff evaluations.

K. Administrative Staff

The Dean shall appoint the School of Communications administrative staff personnel whose assignments are under the Dean's direct supervision. Administrative staff appointments whose duties are under the direct supervision of department chairs or program directors shall be appointed in consultation with their immediate supervisors. In all instances, the appointment, tenure and service of administrative staff personnel shall be consistent with the University's Human Resources regulations.

L. Administrative Support Units

The Dean, with the advice of the Faculty, may adjust the number, composition and function of administrative support units, as he or she deems necessary. Directors who are appointed by and accountable to the Dean of the School shall administer support units. Duties and responsibilities of Directors shall be outlined in an official position description, which will be available to the Directors.

The administrative support units of the School of Communications shall include the following:

- Office of Career Development;
- Office of Development;
- Academic Advising Office;
- Technology Center;
- Office of Special Projects;
- Interdisciplinary Studies Program;
- The Howard University Speech and Hearing Clinic, and
- The Annenberg Honors Program

Section 3: Board of Visitors

The School of Communications should maintain a Board of Visitors to provide financial and professional support and counsel to the School. The Board of Visitors shall maintain bylaws that govern its operations in accordance with the Howard University Board of Visitors Policy. The roles, responsibilities and duties of the Board of Visitors include developing a constructive working relationship with administration and faculty of the unit, while simultaneously maintaining an objective view of the place of that unit within the overall structure of the University. 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 a report (on the long and short range objectives of the unit; strengths and weaknesses of each unit in relation to objectives; an assessment of the current status of the unit in comparison with similar units of comparable institutions; the needs of the unit; and recommendations for improvement), and generate external financial support for the unit. The Board of Visitors may not create exclusive endowments.

3.1 Board of Visitors Membership:

The approval of the appointment rests with the Board of Trustees acting upon the recommendation of the President. Prior to making a recommendation, the President consults with the Provost, the Dean of the appropriate unit, and the chair of the particular Board of Visitors. Nominations may come from any source (Deans, faculty, students, alumni, etc.) Alumni may not constitute more than one-fourth of the membership of the Board of Visitors.

3.2 Board of Visitors 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. Employees of the University may not serve on the Board of Visitors.

3.3 Board of Visitors Membership Composition:

The Board of Visitors shall consist of between 12 and 24 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, non-alumni (ae) and alumni (ae), scholars, and practitioners.

3.4 Board of Visitors Terms:

Board of Visitor members will serve three (3) year terms and shall serve not more than two (2) full terms.

3.5 Board of Visitors 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 of Communications.

Article IV. Student Organizations, Governance, Participation and Privacy Rights

The students of the School of Communications shall include those persons enrolled in the School of Communications according to the records of Enrollment Management.

Section 1. School of Communications Student Council

The official student organizations in the School of Communications are the School of Communications Student Council and the School of Communications Graduate Student Council. The respective Student Councils shall function under the approved Bylaws, which must be consistent with University and School of Communications policies, the Howard University Student Association Constitution and regulations governing the functioning and operations of student organizations.

Section 2. Student Participation in Governance

Faculty meetings at both the Departmental and School-wide levels shall be open to one undergraduate and one graduate student representative, who shall be chosen by their respective Student Councils. Students may also participate in budget advisory meetings, but only where financial figures are NOT specifically addressed or discussed. However, students shall neither attend nor participate in any school or departmental faculty or committee meetings where appointment, promotion, tenure, personnel or student records are being considered. Nor shall students be allowed to attend executive sessions of the faculty.

The respective student organizations at both the undergraduate and graduate levels shall designate their elected representatives to attend both School-wide and Departmental meetings. At such meetings the representatives shall have voice, but no vote.

The School of Communications Student Council shall be notified five (5) business days in advance of all School-wide and Departmental Faculty meetings and receive minutes of each Faculty meeting, which shall be redacted to exclude information pertaining to finance, tenure, promotions and appointments, personnel and student records.

Concerns pertaining to student matters formally brought before the School of Communications Student Council by the Faculty shall be addressed in the next Departmental and/or School-wide Faculty meeting.

Section 3. School of Communications Student Privacy Rights

In compliance with the Family Educational Rights and Privacy Act (FERPA) and policies and procedures adopted by Howard University the School of Communications Faculty and Staff shall observe all FERPA provisions in the management and disclosure of all student records.

Article V. School of Communications Faculty

The School of Communications Faculty is the collective body responsible for the formulation and implementation of academic programs. Consonant with the mission, goals, and objectives of the School of Communications and under the general direction of the Dean, the Faculty is required to develop and maintain high quality teaching, creative activity, research, service and professional development that (1) establishes and maintains an educational environment conducive to the highest level of excellence in all aspects of its academic life, and (2) provides its students with an educational competence that is founded and grounded in ethics, academic freedom, the disciplined and rigorous pursuit of knowledge, a commitment to social advocacy and social justice, and a responsibility for leadership in the complex and multifaceted field of communications, as both academicians and professional practitioners. The character, quality, and effectiveness of academic programs and professional activities within the School of Communications are the direct responsibility of the Faculty.

Section 1. Composition, Ranks, Appointments and Responsibilities

A. Faculty Composition and Ranks

The School of Communications Faculty consists of the Dean, Associate Deans, Assistant Deans (who hold a separate faculty position), Professors, Associate Professors, Assistant Professors, Principal Lecturers, Senior Lecturers, and Lecturers with Faculty appointments in the School of Communications. Additionally, Faculty status is extended to staff members who have teaching responsibilities in the School of Communications as part of their position descriptions, only when such persons have received prior written approval through the Faculty appointment process to assume positions with teaching responsibilities. Faculty appointed in the School of Communications using other academic titles, as outlined in the *Faculty Handbook*, are recognized as members of the School of Communications Faculty.

Details regarding qualifications and duration of each of these ranks are detailed in the School of Communications Appointment, Promotion and Tenure Policies.

B. Academic Tracks and Status for Non-Tenured Faculty

The full-time Faculty tenure and non-tenure tracks in the School of Communications are congruent with those set forth in the *Faculty Handbook*. Adjunct faculty will be governed by the terms and conditions set forth in their collective bargaining agreement.

c. Search Procedures to Fill Faculty Positions within Departments

All recommendations and Departmental needs with respect to the search to fill Faculty appointment vacancies are determined by the Departmental Executive Committee, as consistent

with the duties and responsibilities of that committee, and communicated to the Department Chair for presentation to the Faculty. The Search Procedure to fill Faculty positions is as follows:

1. The Faculty determines the qualifications for the proposed position and submits proposed qualifications to the Dean, through the Chair, for review and approval. Based upon written authorization from the Dean of the School and the Provost and Chief Academic Officer, the Department Chair shall initiate the Search process to fill a Faculty appointment vacancy, and the search shall be carried out in collaboration with the Departmental Faculty.
2. The Department Chair, along with the Faculty, shall appoint a Faculty Search Committee to advertise, evaluate and recommend candidates for appointment to the Faculty.
3. The Search Committee shall prepare a prioritized "long list" of candidates it wishes to invite to be interviewed by the Faculty.
4. Upon evaluation of these candidates, the Search Committee, in consultation with the Faculty, shall present a prioritized "short list" containing its recommendations for appointment to the Faculty to be reviewed by the Departmental APT Committee.
5. Where possible, national searches to fill vacant Faculty positions shall be conducted, and these searches shall be consistent with the *Faculty Handbook*.

D. Appointments

1. Initial Appointments

Initial appointments shall be consistent with the Board of Trustees approved minimum criteria and description governing appointment to the academic ranks in the School of Communications, and the *Faculty Handbook*.

Individuals appointed to the ranks of Lecturer and to the Visiting Faculty ranks¹ may be considered for reappointment at the expiration of their initial term, except where such reappointments would exceed the maximum allowable time in a probationary or temporary status, or would exceed the term of a grant, from which the salary of the Faculty member is paid.

Faculty shall not transfer from a probationary tenure-track appointment into a non-tenured renewable term (career status track or clinical educator track) position. However, temporary Faculty may apply for a probationary tenure-track position, provided that they have not exceeded the maximum 7-year period in full-time status. Temporary faculty may apply for a probationary career-status-track lecturer position, provided they have not exceeded the maximum 7-year period in full-time status.

Term appointments may vary with rank and stipulated conditions. Completion of both initial and renewed Faculty appointments require (1) fully executed personnel recommendations, and (2) official notification of appointment from the Office of the Provost. Final action regarding Faculty appointments will be made in accordance with the *Faculty Handbook*.

¹ Visiting faculty members hold temporary appointments, renewable annually, for a maximum of three (3) years, at one of the following ranks: Visiting Assistant Professor, Visiting Associate Professor, Visiting Professor.

2. Primary Unit Appointments and Voting Rights

Faculty shall hold an appointment in the Department where they shall have both voice and vote. Faculty who teach in multiple Departments or programs, or who collaborate with other academic units in some programmatic manner, shall have voice, but no vote in those other academic units. Graduate faculty members who have primary undergraduate faculty appointments within the School of Communications will maintain voice and vote in their respective graduate departments.

E. Faculty Responsibilities

Full-time tenured and probationary Faculty members shall engage in teaching, research, service and professional development as set forth in the *Faculty Handbook* and the Appointments, Promotions and Tenure Guidelines of the School of Communications.

Every member of the Faculty in the School of Communications is expected to perform certain duties in connection with his/her status as Faculty. These duties include, but are not limited to, the following:

1. To meet and teach all classes regularly and promptly;
2. To schedule a minimum of ten (10) in-office office hours per week, and to be available for consultation with students, which may include a combination of in person and online;
3. To attend Departmental and School-wide Faculty meetings regularly;
4. To develop and maintain a regular evaluation of student performance, adjusted to the type and organization of the course;
5. To develop a syllabus adhering to the guidelines set forth by the University, School and applicable accrediting agencies and consistent with the outcomes of the course identified by the Departmental curriculum committee;
6. Use University guidelines to develop an objective and fair grading system and to maintain accurate and up-to-date records of grades;
7. To maintain appropriate records and to meet University deadline dates for submitting records and reports;
8. To maintain excellence in academic and professional development through the following specific activities:
 - a. membership and participation in the activities of professional and academic organizations;
 - b. maintenance of updated knowledge and skills in one's respective discipline; and
 - c. scholarly or creative professional contributions;
9. To engage in active research and/or creative activity;
10. To serve on committees of the Department, School, and University;
11. To secure prior written approval from the appropriate administrative officers for absences from the campus;;
12. To attend official University ceremonies, including:

- a. The Opening Convocation
 - b. The Charter Day Convocation
 - c. The Commencement Convocation
 - d. The School of Communications Graduation Ceremony/Celebration
- 13. To be involved in public service to the local, domestic and international communities in the varied fields of communications;
 - 14. To engage in semester by semester student evaluation and also periodic evaluations by peers and administration;
 - 15. To post syllabi on-line to University syllabus database;
 - 16. To participate in the annual Faculty Performance Evaluation System (FPES).

F. Faculty Disciplinary Action, Suspension and Termination

Faculty members failing to comply with University policies, the *Faculty Handbook*, or the Bylaws of the School may be subject to disciplinary actions, up to and including suspension and/or termination. The procedures for disciplinary action shall be done in accordance with the *Faculty Handbook*.

Section 2. Appointments, Promotions and Tenure (APT) Procedures

The Departmental APT Committee and the Department Chair independently have responsibility for reviewing and recommending appropriate action on matters concerning faculty appointments, reappointments, promotions, tenure, and career status. Chair and APT Committee action in this regard shall be consistent with provisions of the School of Communications.

Department Chairs and APT Committees are authorized to initiate faculty appointment recommendations. Completed Departmental recommendations and dissenting reports shall be forwarded from the Department Chair to the Dean. The Dean shall seek advice from the School-wide APT Committee when considering all recommendations for appointments to the Faculty.

After the Dean and APT Committee review the file, the Dean shall forward the file to the Provost and Chief Academic Officer, together with all prior recommendations. For all appointments, final signatory authority is consistent with the terms outlined in the *Faculty Handbook*.

Article VI. Faculty Meetings

Section 1. Regular Faculty Meetings and Meeting Agenda

The School-wide Faculty of the School of Communications, whose chair shall be the Dean, shall meet six (6) times each academic year, including the Faculty Advance meeting, which will be held at the beginning of each academic year, and an annual assessment meeting. Meetings will occur on days and at times determined by the Dean, after consultation with the Executive Committee, prior to the Faculty Advance meeting.

The Dean shall distribute the meeting agenda to the Faculty and student representatives five (5) business days prior to each Faculty meeting. The Dean shall preside at each Faculty meeting. In the absence of the Dean, an Associate Dean shall preside.

Written faculty and student proposals intended for inclusion on a School-wide faculty meeting agenda shall be submitted in writing to the Dean ten (10) business days prior to the scheduled Faculty meeting. The Dean shall present all submitted proposals to the School's Executive Committee for review and deliberation regarding inclusion on the School-wide faculty meeting agenda.

Section 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: (1) at the expressed request of the Dean; (2) upon a majority vote of the School of Communications Board of Visitors; (3) in response to written requests, with an indicated purpose of the meeting, from a department or graduate program supported by the School; (4) in response to a petition of twenty (20) members of the Faculty eligible to vote in the School of Communications faculty meetings. Written notice of special meetings specifying the date, time, place, and purpose of said meeting, shall be issued by the Dean at least twenty-four (24) hours prior to such meeting, except in cases of emergency. The Dean shall prepare an agenda, in consultation with the Executive Committee, and distribute said agenda at least twenty-four (24) hours prior to the meeting.

Section 3. Faculty Representative(s)

As a rule, the Executive Committee of the School of Communications must request a monthly report from the representative for reporting during the School of Communications faculty meetings and must always include a place on the agenda for reporting at said meetings by the School of Communications faculty representative to the Senate or Council. The representative(s) should make regular reports to the faculty.

As a matter of policy, the School of Communications representative to the Senate or Council of the Senate must consult and seek the vote of the School's faculty on matters of importance prior to representing the School's position outside of the School. At a minimum, the representative(s) must bring any important matters either discussed or voted upon by the Senate or Council, to the attention of the School of Communications faculty, either during a regular or a special called faculty meeting.

A violation of the above mandate is grounds for the recall of the representative.

Section 4. Faculty Voting Rights

A. Voting Rights of Full-Time Faculty

Voting rights shall be extended to all full-time Faculty in residence. Each member of the Faculty shall have the right to cast one vote in all matters coming before the Faculty, with the presiding

Faculty voting only in the case of a tie. Neither voting by proxy nor voting electronically/via email are permitted.

B. Voting Rights of Faculty on Sabbatical Leave

Faculty on sabbatical leave who attend either Departmental or Schoolwide meetings of the Faculty shall have voice but no vote, except on ad hoc committees, where they shall have both voice and vote.

C. Voting Rights of Faculty on Administrative or Special Leave

Faculty on either administrative leave or leave without pay status, or those on leave in order to perform some full-time function within the School or University, shall have voice but no vote in Departmental and School-wide Faculty meetings. Persons on special leave to perform a full-time, non Howard University function shall have neither voice nor vote in Departmental and School-wide Faculty meetings.

D. Voting Rights of Part-Time Faculty

Persons designated as part-time Faculty are invited to attend meetings of the Faculty at both the School-wide and Departmental levels, and shall have the right to voice but no vote.

E. Voting Rights of Full-time Staff with Teaching Responsibilities

Full-time staff with teaching responsibilities are invited to attend meetings of the Faculty at both the School-wide and Departmental levels, and shall have the right to voice, but no vote.

Section 4. Quorum

A quorum must be present for official business to be conducted at a School-wide Faculty meeting, a Departmental Faculty meeting, and a Committee meeting. A quorum at School-wide Faculty meetings shall consist of a simple majority of the Faculty who are eligible to vote, provided the required meeting notification agenda was distributed in conformity with the Bylaws of the School. If less than a simple majority of the Faculty members eligible to vote in School-wide Faculty meetings fails to attend three (3) consecutive meetings, the School-wide Executive Committee shall convene and take action on the agenda before the Faculty.

Section 5. Faculty Parliamentarian

Each academic year, the School-Wide Faculty shall elect from its full-time, eligible membership (one not holding an administrative position) a Faculty Parliamentarian, who shall assist the presiding officer in the conduct of Faculty meetings, in adherence to Robert's Rules of Order. A copy of said Rules shall be maintained for ready reference, as needed.

Section 6. Rules of Order

All School-Wide Faculty meetings shall adhere to Robert's Rules of Order. However, and consistent with Robert's Rules of Order, under extraordinary circumstances, the Faculty may choose to adopt modifications to these rules by a two-thirds vote in order to facilitate Faculty action on some pressing matter before the Faculty.

The business of all meetings shall be recorded and filed by a Secretary of the Faculty elected annually by the Faculty. Said minutes must be prepared for review, possible revision, and adoption at the next regular meeting of the Faculty. These minutes shall be kept and maintained by the Office of the Dean.

Section 7. Faculty Secretary

The Secretary of the Faculty shall be a full-time tenured member of the Faculty, not holding an administrative position. The Secretary is responsible for the minutes of faculty meetings, which shall be recorded, edited, and ultimately submitted to the Executive Committee for its review. The Secretary at the next regular meeting of the Faculty shall distribute said minutes for final review and adoption. The Secretary also records all official actions of Executive Committee meetings and is the official Executive Committee Spokesperson, who presents issues and actions on behalf of the committee to the School-wide Faculty.

Article VII. School of Communications Committees

Section 1. Types of School-Wide Committees

The School of Communications shall have standing School-wide Committees, as 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. Committee Membership: Eligibility, Method of Election and Term of Office

The eligibility, method and term of office if elected to a committee are as follows:

1. To be eligible for membership on any School-wide Committee, a Faculty member must be serving the University on a full-time basis and have provided at least one (1) academic year of service. Exceptions may be made only for service on ad hoc committees.
2. The term of office on each Committee shall be two (2) years.
3. With the exception of the Appointments, Promotions and Tenure Committee and the Student Grievance Committee, a quorum shall consist of a majority of the Faculty members on the Committee.
4. A majority of the Appointments, Promotions and Tenure Committee members must vote to render a decision.
5. Students shall be voting members of Committees, as specified.

Section 3. School-Wide Standing Committees

The School of Communications shall have the following standing Committees: (A) Executive Committee; (B) Appointments, Promotions, and Tenure Committee; (C) Assessment Committee; (D) Curriculum Committee; (E) Student Affairs / Student Grievance Committee (F) Research and Creative Works Committee; (G) Administrative Advisory Council; (H) Technology and Facilities Committee; (I) Budget Advisory Committee; and (J) The Annenberg Honors Council.

Section 4. Composition and Responsibilities of School-Wide Standing Committees

The composition and responsibilities of each of the Standing Committees in the School of Communications is as follows:

A. Executive Committee

This School-wide Executive Committee shall consist of the Dean of the School, who shall serve as its chair with voice and no vote, and one (1) Faculty member per department from among the ranks of Assistant Professor, Associate Professor, Professor, and the Faculty Secretary.

The Executive Committee shall meet regularly to deliberate on Schoolwide matters and to participate in preparation of the agenda for Schoolwide faculty meetings. Other meetings of the Committee shall be called at the request of the Dean, or at the written request of at least three (3) members of the Committee. Majority vote of the members present shall constitute Committee action. The Executive Committee may act without a meeting when polled by the Dean with responses in writing. The action taken, however, shall be reported at the next regular meeting of the Committee.

As a deliberative body, the Executive Committee serves as a primary level of critical review of all programmatic and academic issues requiring Faculty action, and is charged with the responsibility of deliberating and providing background information on such issues prior to consideration by the Faculty as a whole. No academic or programmatic issue may come before the full Faculty for action that has not received prior review by the Executive Committee. The purpose of this review is to allow a cross departmental subcommittee of the Faculty to conduct a preliminary analysis of issues so that the Faculty might have the benefit of deliberation that involves cross-departmental perspectives in advance of full Faculty consideration.

The Executive Committee shall formulate and advance recommendations for achieving the Mission, Goals, and Objectives adopted by the Faculty of the School. It shall review and recommend proposals concerning matters not otherwise falling within the purview of existing standing committees. The committee also reviews the minutes of all School-wide Faculty meetings prepared by the Faculty Secretary prior to their submission to the full Faculty for adoption.

The Executive Committee, in an advisory capacity, shall be responsible for reviewing administrative matters of the School of Communications, assisting with strategic planning, reviewing the School's budget and allocating resources for the School and other matters as delegated by the faculty and by the *Faculty Handbook* (e.g., decanal evaluations, disciplinary matters). They shall assist in setting the agenda for the School-wide Fall Faculty and end of the

year assessment meeting. Likewise, the committee is to conduct the evaluations of the Dean and Associate Deans as described in Article III, Section 2, E of these School of Communications Bylaws. The actions of the Executive Committee for the Faculty shall be reported at the next meeting of the Faculty. The Faculty may modify such actions when warranted.

Executive Committee members may not participate in decisions or deliberations which fall under provisions of the Howard University *Faculty Handbook* as they otherwise would be ineligible to participate.

B. Appointments, Promotions and Tenure (APT) Committee: Membership and Responsibilities

The APT Committee shall consist of two (2) tenured Faculty members per department. Where there is no tenured Faculty or an insufficient number of the same, the election shall be made from among Departmental Faculty with the highest academic rank. Persons serving on the School-wide APT Committee shall neither vote nor participate in deliberations concerning the candidates from their departments in accordance with the *Faculty Handbook*.

The APT Committee shall review recommendations for appointment, promotion, and tenure, which have been duly and appropriately processed through the department and forwarded to the Office of the Dean for transmittal to the APT Committee. The APT Committee shall communicate its concurrence or non-concurrence with Departmental recommendations to the Office of the Dean who, along with his or her own recommendations, forwards all decisions advanced from each level of review to the appropriate administrative officers of the University. The product of APT Committee deliberations and voting, both of which are strictly confidential, must be prepared on appropriate University forms for proper transmittal in accordance with all stipulated timelines.

In emergency situations, the Dean shall have the right to recommend initial or special appointments upon recommendation of the Department Chair, after review by a majority of the School-wide APT Committee.

The APT Committee also serves in an advisory capacity to the Dean on matters regarding the annual Faculty Performance Evaluation System and on the School-wide APT policies.

C. Assessment Committee

The Assessment Committee shall consist of one (1) Faculty member per department, two (2) student members per department appointed by the School of Communications Student Council, the Director of Career Services, the Director of the Academic Counseling Center and the Director of the Annenberg Honors Program. The Dean shall appoint an academic administrator to serve as chair of the committee.

The Assessment Committee shall coordinate assessment efforts in the School of Communications and share information about assessment results and strategies with Faculty members on an annual basis. The Assessment Committee shall communicate with the Center for

Excellence in Teaching, Learning and Assessment and with the Office of Institutional Assessment and Evaluation to ensure that the School of Communications is in compliance with University, District of Columbia and Federal assessment standards, procedures and policies.

The Assessment Committee shall provide Faculty with technical assistance, and information for design and implementation of classroom and program assessment techniques. The Assessment Committee shall monitor program reviews and accreditations in the School.

D. Curriculum Committee

The Curriculum Committee shall consist of one (1) Faculty member per department and one (1) student per department. The Committee shall conduct an on-going study and review of academic policies and standards of the School of Communications and shall make appropriate recommendations to the Faculty. The Committee shall maintain a constant study and review of offerings in the general education program, evaluate their quality and recommend to the Faculty additions and deletions, where appropriate. Further, the Committee will monitor, review and coordinate all suggestions for changes in the curriculum.

E. Student Affairs / Student Grievance Committee

The Student Affairs Committee shall consist of one (1) Faculty member per department, the Director of Educational Advisory Services, the academic counselors, the President of the Student Council, one (1) undergraduate student per department, and one (1) graduate student per department.

This committee serves to coordinate Faculty-student activities and to encourage increased understanding and cooperation between Faculty and students. The Student Affairs Committee shall hear student grievances, review, and make recommendations concerning the School's student counseling procedures and student evaluation of instructors and courses.

F. Research and Creative Works Committee

The Research and Creative Works Committee shall consist of four (4) Faculty members and one (1) student elected by the Student Council for each department. The members of the Research and Creative Works Committee serve as members of an advisory committee for the School of Communications Dean and Faculty on matters of policy and procedure relating to the ethics of human research and intellectual property issues and external funding. The Research and Creative Works Committee shall act as a liaison between the Institutional Review Board of the University, Research Administrative Services and the School of Communications. The committee aims to establish an environment supportive of research and creative scholarship and encourage Faculty and students to seek external funding.

G. The Administrative Advisory Council

The Administrative Advisory Council consists of the Dean, Associate Deans, Assistant Deans, Department Chairs, and other leaders such as Directors and Coordinators of Units. The Council

shall meet monthly during the academic year. The Dean shall be the Chair of the Administrative Advisory Council. It shall be the duty of the Council to advise the Dean on: (a) Administrative policy and related matters pertaining to the school and departments, and (b) other matters of interest to the Dean.

H. The Technology and Facilities Committee

The Technology Committee shall consist of four (4) Faculty members, elected by the Faculty, the director of multimedia and the director of the Technology Center. Committee members shall serve for a maximum of two (2) consecutive two (2) year terms. It shall be the duty of the Committee to advise the School on technology policy and to formulate a strategic technology plan for consideration by the Faculty, and to continually monitor and update the plan after its approval by the Faculty.

I. Budget Advisory Committee

The Budget Advisory Committee consists of the Dean, one (1) Faculty member per Department, one (1) staff member appointed by the Dean, one (1) student appointed by the Student Council (Treasurer is preferred); the budget officer of the School, and one (1) staff or Faculty member appointed by the Dean to serve as the Committee Chair. It shall be the duty of the Committee to advise the Dean on budgetary matters not related to salaries. The Committee shall review the annual budget of the School and make recommendations to the Dean regarding budget priorities, fundraising activities, and other budgetary considerations.

J. The Annenberg Honors Council

The Honors Council is an advisory body that reviews and recommends policy and direction for the School of Communications Honors Program. The Annenberg Honors Council monitors continued progress and development of its students to ensure the success of the Honors Program. The Annenberg Honors Council meets once each semester. The Dean or Director of the Annenberg Honors Society may request additional meetings to address special issues.

The Annenberg Honors Council shall consist of the:

- Dean, School of Communications
- Associate and Assistant Deans, School of Communications Annenberg Honors Program Director
- Annenberg Honors Program Assistant/Program Manager
- Annenberg Honors Program Student Assistant
- Annenberg Honors Program Director Emeritus
- Chairperson from each department in the School (4)
- Faculty Representatives from each department in the School (4) Senior Counselor of the Educational Advisory Services
- Coordinator of the Office of Career Development
- President of the Honors Student Council

- Elected Honors Student Council Representative

Section 5. Ad Hoc Committees

Ad hoc Committees will be established as needed to address any needs or new programmatic initiatives of the School that are not under the charge of an existing standing Committee.

Article VIII. School of Communications Academic Departments

Section 1. Autonomy of Departments

Academic departments in the School of Communications shall have the fullest measure of autonomy possible in a manner consistent with the Bylaws of the School of Communications, the *Faculty Handbook* and other applicable regulations of Howard University. The departments are as follows:

Communication Sciences and Disorders
 Communication Studies
 Communication, Culture and Media Studies
 Media, Journalism and Film

Section 2. Voting Rights of Faculty Members

All full-time Faculty members shall have the right to voice and vote in all Departmental and School-Wide Faculty meetings. As specified in Article V, Section 1, D.3 of these Bylaws, Faculty who teach in multiple Departments or programs, or who collaborate with other academic units in some programmatic manner, shall have voice, but no vote in those units.

Section 3. Department Chairs

Each Department shall have a Chair who shall be a full-time, tenured Faculty member of the Department and shall not hold a concurrent administrative position in the School of Communications. The Chair shall be responsible for the administration of Departmental affairs.

A. Appointment of Department Chairs

A new Department Chair shall be selected according to the procedures set forth in the Howard University *Faculty Handbook*. The Dean shall notify the Department when a vacancy occurs in a Departmental Chair's position and authorize the Department to create a search committee to recommend candidates. The Dean shall appoint the Chair of the search committee and the Faculty shall determine the committee's size and composition. The committee shall forward nomination(s) to the Dean. The Committee's recommendation and report, together with that of the Dean, shall be forwarded through the Provost and Chief Academic Officer to the President for final action.

B. Term of Department Chairs

The usual term of office for a Department Chair shall be three (3) 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.

C. Responsibilities of Department Chairs

The responsibilities of the Department Chair are as follows:

1. Faculty recruitment, mentoring and evaluation;
2. Development and evaluation;
3. Program development, review and assessment;
4. Student recruitment, retention and advising;
5. Department budgeting and budget control;
6. Class schedule planning; and
7. General coordination of research, teaching, and outreach activities.

Section 4. Creating, Restructuring and Closing Departments or Programs

Proposals for creating, restructuring, and/or closing a Department or Program shall be forwarded to the School-Wide Executive Committee for review and action, then forwarded to the full Faculty. After proposals have been fully reviewed and acted upon by the Faculty, they are prepared in final form in the Office of the Dean, and transmitted to the Office of the Provost for processing and action.

Section 5. Departmental Standing Committees

Consonant with corresponding School-wide committees, all Departmental standing committees shall be constituted at the first regular Departmental faculty meeting in August and shall remain in force until August 31st of the following academic year, or until the new committee is elected. Ad-hoc committees shall be constituted as needed.

Each department shall have the following standing committees: (a) Appointments, Promotions, and Tenure Committee, (b) Executive Committee, (c) Graduate Studies Committee (where appropriate), (d) Student Affairs Committee, (e) Student Grievance Committee, and (f) Curriculum and Assessment Committee.

A. Departmental Appointments, Promotions and Tenure (APT) Committee

The Departmental APT Committee shall consist of all tenured Departmental Faculty members who hold the rank of Associate Professor or Professor. The committee Chair shall be elected by the Faculty. In the event a department does not have at least three (3) faculty members eligible to vote, the dean, in consultation with the faculty, will establish an ad-hoc APT Committee of faculty in the same or related field as the applicant; the ad-hoc committee members may be from the same or from a different school/college as the candidate.

The Departmental APT Committee 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 School and University policies and regulations. All Faculty members eligible for reappointment or promotion shall have their files reviewed annually by the APT Committee.

In all cases, the Chair shall indicate his/her concurrence or nonconcurrence with the committee's decision. All recommendations shall be transmitted to the Dean, who shall forward them to the School-wide APT Committee. In emergency situations, the Department Chair shall have the right to recommend initial appointments after review by a majority of the committee. In the specific case of initial appointments, candidates who receive negative recommendations from both the Departmental APT Committee and the Department Chair shall receive no further consideration beyond that of the department.

B. Departmental Executive Committee

The membership and size of the Executive Committee shall be determined by majority vote of eligible Departmental Faculty. Where possible, one third of the Committee's members shall be non-tenured Faculty. In Departments with an insufficient number of members in the two upper ranks, Associate Professor and Professor, the Departmental Faculty shall elect its Executive Committee from its ranks. The Chair of the Committee shall be the Chair of the Department. Its duties shall include the review of the Department's budget, appropriate allocation of its resources and the disposition of other matters as are delegated to it by the Faculty and the *Faculty Handbook* (e.g., sabbatical leave).

C. Departmental Graduate Studies Committee

The Departmental Graduate Studies Committee shall consist of the entire Faculty who teach in the graduate programs. Each Committee, which shall have one (1) graduate student representative, shall set standards and supervise and monitor policies, academic programs, and overall functioning of graduate study within the Department.

D. Departmental Student Affairs Committee

This Departmental Student Affairs Committee shall consist of three (3) Departmental Faculty and two (2) students designated through the School of Communications Student Council. This committee shall coordinate Faculty-student activities designated to encourage increased understanding and cooperation between Faculty and students. The Committee shall hear student grievances and review and make recommendations concerning the School's student counseling procedures and student evaluation of instructors and courses.

F. Departmental Curriculum Committee

The Departmental curriculum committee shall consist of three (3) Faculty and two (2) students as designated by the School of Communications Student Council. The Curriculum Committee shall

maintain constant study and review of the Departmental curriculum and make appropriate recommendations to the Departmental Faculty. The Departmental Curriculum Committee shall also complete outcome assessments according to the Departmental outcomes assessment plan.

Section 6. Professional Advisory Council

In consultation with the Dean, and by the vote of the Departmental Faculty, a professional Advisory Council may be able to assist the Faculty with matters of interest to the Department.

Article IX. Summer Governance

For the School of Communications, the academic year corresponds to the appointment dates for the nine-month Faculty members. Ongoing responsibility for governance rests with the Dean and the Faculty of the School during the summer period between the spring and fall semesters.

Subject to the regulations of the University, the Dean and the Department Chairs shall have the authority to make such summer appointments to relevant Committees as are needed to govern the School. The Dean shall select volunteers from among both twelve-month and nine-month Faculty members to accept summer Committee assignments with the School of Communications.

Article X. Communication Protocols

Section 1. Distribution of School-wide Faculty and Standing Committee Meeting Minutes and Announcements

Approved meeting minutes and announcements of School-wide Faculty and Standing Committee meetings shall be distributed to the Faculty. A hard copy of the approved minutes of School-wide Faculty and Standing Committee meetings shall reside in the Office of the Dean and may be viewed upon request.

Section 2. School-Wide Standing Committee Reports and Other Documents

A hard copy of reports of School-Wide Standing Committees and other documents will reside in the Office of the Dean and may be viewed upon request.

Section 3. Notes, Letters and Memoranda

Notes, letters and memoranda of a sensitive or confidential nature shall be transmitted by certified mail. All other notes, letters and memoranda may be transmitted electronically or by regular mail.

Article XI. Procedures to Amend the Bylaws of the School of Communications

A proposed amendment to the School of Communications Bylaws may be presented 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 shall be voted upon at the next regularly scheduled faculty meeting.

APT Guidelines for Howard University School of Communications

I. PURPOSE

The purpose of Appointment, Promotion and Tenure (APT) guidelines in the School of Communications is to outline the APT criteria and procedures by which Faculty scholarly activities, which include teaching, research/creative and professional accomplishments and service, will be evaluated as part of the School's Faculty appointment, reappointment, promotion and tenure processes.

To fulfill this purpose, the School of Communications Faculty must actively participate in the development of knowledge, its broad dissemination in the discipline and the advancement of social responsibility among the communication disciplines.

The basic policy governing the promotion and tenure process at Howard University is established in the Howard University *Faculty Handbook*. The *Faculty Handbook* contains the general principles, criteria, procedures and regulations involved in the Faculty appointment, reappointment, promotion and tenure process. These School of Communications APT Guidelines are designed to be consistent with the University's *Faculty Handbook*, the *Faculty Workload Policy* and to contribute to the University's academic and scholarly mission as presented by the President and Board of Trustees.

II. EXPECTATIONS AND STANDARDS

- A. The overarching goal guiding all policy decisions in the School of Communications is to advance, at a level of excellence, the development and dissemination of knowledge in the field of communications through teaching, research, professional activities, and service.
- B. Faculty members in the School of Communications are expected to perform at a high level of scholarly excellence. To qualify for faculty appointment, reappointment, promotion, career status or tenure, Faculty members must at minimum meet the standards, as set forth in the *Faculty Handbook*, as it relates to scholarly productivity in their areas of required performance. Although the areas of required performance vary by type of appointment (e.g., tenure track vs career track vs clinical educator track vs temporary track), they typically include some combination of teaching, research, creative accomplishments, scholarship of teaching and learning (SOTL)², professional development, and service.
- C. Because of the wide range of disciplines represented within the School of Communications, it is understood that the appropriate evidence of excellence and procedures for making judgments will vary somewhat among academic departments. The APT standards in the School cannot be fixed, are not absolute and will reflect, to some degree, the varying unique needs of the School as reflected in each academic department.

² SOTL encompasses but is not limited to (a) staying abreast of SOTL research appropriate to the discipline, (b) conducting original SOTL research, and (c) disseminating the SOTL findings in peer-reviewed publications.

- D. Demonstrated excellence in all areas of expected performance is important. Therefore, it is understood that excellence at equal levels is expected of tenure line faculty members in teaching, research, and service; of career track faculty members in teaching and SOTL; and of clinical educators in teaching, conducting in-service training, and the assessment and treatment of individuals with communication, cognitive and swallowing disorders. Demonstrated excellence in all areas described above is required, and the candidate is expected to have a strong record of performance in all areas. The School assumes that throughout a faculty member's career, academic accomplishments and scholarly emphasis may vary. Candidates are encouraged to seek funding to support teaching, scholarship, professional development and service. The APT review process in the School of Communications will consider these patterns over the length of the career of the applicant. The expectation is that over the career of the faculty member there is a high level of achievement in each of the areas of required performance.
- E. The departments must develop detailed criteria for evaluating performance expectations and philosophies regarding research/scholarship, teaching, service, professional development and external funding. The unit guidelines must be used by all levels in evaluating candidates for appointment, reappointment, promotion and tenure, or promotion and career status. The standards must also be applied to annual reviews within the Faculty Performance Evaluation System. The annual reviews will give guidance to faculty in improving performance in an effort to obtain reappointment, promotion and tenure, or promotion and career status.
- F. Faculty with appointments in units outside of their department should determine, with their chair and the dean during workload negotiations, how service or professional appointments and activities will count toward tenure and promotion. Some work may be considered research, scholarship, teaching or service.

III. CLASSIFICATION AND DEFINITIONS

This document governs all Faculty appointments within the School of Communications. The following are associated with Faculty appointments within the School of Communications:

- A. Faculty Rank
- B. Tenure Status (tenured, tenure track, or non-tenure track)
- C. Academic Track (for non-tenured faculty)
- D. Departmental Assignment
- E. Duration
- F. Effort Status
- G. Legitimate Journals
- H. Quality Press

A. Faculty Ranks

The School of Communications faculty consists of:

1. Professors

2. Associate Professors
3. Assistant Professors
4. Career Status Principal Lecturers
5. Career Status Senior Lecturers
6. Probationary Career Status Track Lecturers
7. Temporary Lecturers
8. Clinical Educators
9. Special Titles, as set forth in the *Faculty Handbook*:

1. **Professors** are individuals who are in the University's highest academic rank and are recognized scholars who have a cumulative record of excellent teaching effectiveness, peer-reviewed research publications or juried creative activities appropriate to the discipline, professional development, and substantial service appropriate to the discipline.
2. **Associate Professors** are individuals who have demonstrated the personal and intellectual qualities that with increased development are expected to lead to appointment to the rank of professor.
3. **Assistant Professors** are individuals who have given evidence of superior potential for developing academic credentials leading to appointments at higher ranks. Appointment in this rank provides a period during which an individual has an opportunity to confirm his or her interest and motivation as being appropriate to the broad scope of university faculty responsibilities, and also one in which senior faculty may assess the promise and the competence of the faculty member's performance.
4. **Career Status Principal Lecturers** are individuals who have achieved a sustained record of exceptional accomplishment in the conduct of Scholarship of Teaching and Learning (SOTL) and consistently been rated as outstanding teachers. They have previously served a minimum of six years as Career Status Senior Lecturers and demonstrate promise for continued achievement in teaching, publishing, and in the conduct of SOTL.
5. **Career Status Senior Lecturers** are individuals who have demonstrated excellence in teaching and in the conduct of the Scholarship of Teaching and Learning (SOTL). They have previously served six years as Probationary Career Status Track Lecturers³ and demonstrate promise for continued achievement in teaching, publishing, and in the conduct of SOTL.
6. **Probationary Career Status Track Lecturers** are individuals who demonstrate (or have shown a high potential for achieving) excellence in teaching, as well as a high potential for achieving promotion to higher Career Status ranks through their evidence of or potential for publishing and conducting Scholarship of Teaching and Learning

³ Review of candidates for initial promotion to the rank of Senior Lecturer with Career Status shall take place during the sixth year of a candidate's probationary appointment.

(SOTL) over the course of a six-year probationary period⁴.

7. **Temporary Lecturers** are individuals who demonstrate (or have shown) a high potential for achieving excellence in teaching. Temporary Lecturers' responsibilities are primarily (if not entirely) in teaching, with no research obligations for the position. A Temporary Lecturer can be full-time or part-time (adjunct) Lecturers.
8. **Clinical Educators.** The Communication Sciences and Disorders Clinical Educator Track (CSD-CET) is intended for individuals whose primary role is to supervise and teach students through clinical instruction in the Howard University Speech and Hearing Clinic (HUSHC), Howard University Hospital (HUH) and clinical sites in the Washington metropolitan community. CSD-CET faculty provide student clinical training through a "Master Clinician" model; demonstrate best practices in the assessment and treatment of individuals with communication, cognitive and swallowing disorders; teach a minimum of one course per year; and conduct in-service training for students, teachers, parents and other professionals. Although not a major responsibility, they may also conduct research and are not eligible for tenure.

In addition, consistent with the HS-CET, the CSD-CEs have voting rights in the department and college; may serve on faculty committees at the department and college level; are eligible for appointment to administrative offices such as Clinic Director; and enjoy all the rights and privileges of academic freedom and responsibility with access to the grievance procedures of the university.

9. **Special Titles.** The special titles that may apply in the SOC are Distinguished Professor, University Professor, Research Professor, Artist-in-Residence, Writer-In-Residence, Graduate Faculty, Visiting Faculty (i.e., Visiting Assistant Professor, Visiting Associate Professor, and Visiting Professor), Endowed Chair and Emeritus as set forth in the *Faculty Handbook*.

B. Tenure Status

Faculty status in the School of Communications may be with indefinite tenure (no end date), on the probationary tenure track, on one of the non-tenured renewable term tracks (Career Status Track, Clinical Educator Track), Temporary, or with a Special Title.

All tenured faculty are automatically designated Regular Graduate Faculty within the Graduate School at Howard University. Recognizing the interdisciplinary nature of the School of Communications undergraduate and graduate programs, tenured faculty members, in collaboration with the Dean of the School of Communications and with the Graduate Programs offered in conjunction with the Graduate School, will determine their program affiliation as appropriate to their expertise.

⁴ The initial appointment is for three years. During the third year, the faculty member shall have a pre-Career Status review to qualify for reappointment to a second three-year term.

C. Academic Tracks for Non-Tenured Faculty

Full-time, non-tenured faculty in the School of Communications must be appointed on a specific track. The tracks may include the following: probationary tenure track and non-tenure track. Non-tenure-track appointments include Adjunct Lecturer (part-time temporary position not limited to seven years); Full-Time Temporary Lecturer (full-time position limited to seven years); and non-tenured renewable term (NTRT) appointments as Career Status Principal Lecturer, Career Status Senior Lecturer, Probationary Career Status Track Lecturer (full-time probationary position limited to seven years), and Clinical Educator. Faculty with non-tenure-track appointments may apply to be designated as Fixed-Term Graduate Faculty.

D. Department Assignment.

Generally, faculty members are appointed to one department; however, with the permission of their home chair and dean, they may teach courses in other programs, departments and units on campus without a formal departmental assignment or appointment. If a faculty member wishes to have a joint appointment, both departments (and associated School or College) must approve the faculty member for appointment and subsequent reappointments, promotion and tenure. In accordance with the *Faculty Handbook*, a faculty member holding faculty appointment in one or more departments or units of the University is entitled to all rights and privileges of full-time faculty in each department, including, but not limited to, committee membership and voting rights in each unit. The faculty member shall hold the same rank in each unit regardless of the percentage of effort and funding in each unit.

Professional duties and assignments are distributed between two or more units of the University in any proportion of full-time service that may be mutually agreed on.

The department that provides at least 51% of the funding for the faculty position, that department shall be responsible for processing personnel actions, including appointment, reappointment, and tenure requests (if appropriate) for the faculty member with the concurrence of the other department(s). In cases where departments share equally in the salary of the joint appointee, recommendations including, but not limited to, reappointment and promotion shall be initiated by the departments acting jointly. With the awarding of tenure, the Faculty member shall hold tenure in each department.

E. Duration

Faculty on full-time, probationary tenure-track appointments may serve no more than a maximum of seven (7) years as stated in the *Faculty Handbook*. Faculty on other non-tenure track appointments including Clinical Educator and Research Educator Track may have non-tenured renewable appointments consistent with the *Faculty Handbook* and the process outlined within this policy. The Career Status Track begins with the Probationary Career Status Lecturer, who is limited to a maximum of seven (7) years. If a faculty member is promoted to either a Career Status Senior Lecturer or a Career Status Principal Lecturer, then they may have non-tenured renewable appointments.

F. Effort Status

Faculty in the School of Communications can be either part time or full time. Part-time faculty may not teach more than eight (8) credit hours per semester. Faculty appointed in part-time positions or who have full-time staff appointments may teach courses within the School of Communications and may participate in some committees as outlined in the School Bylaws, but they are not voting members of the faculty.

G. Legitimate Journals

Legitimate academic journals are those that are reputable and academically credible, whether published in print or online. These include journals that 1) possess an editorial board of established scholars who participate in the review and selection of manuscripts, 2) provide a rigorous review of manuscripts by external scholars, as well as a revise and resubmit process, and 3) bear an International Standard Serial Number (ISSN). Authors are cautioned to carefully investigate all journals that require payment for submission to ensure that the journals meet these criteria. In all cases, candidates for promotion and tenure must provide evidence of a journal's academic credibility and rigor.

One marker of a journal's credibility and rigor is the "journal impact factor," i.e., the average number of times articles from the journal published in the past two years have been cited in the *Journal Citation Report* year. (Note: An impact factor of 1.0 means that, on average, the articles published one or two years ago have been cited one time.) Additional markers could include a journal's acceptance rate and a journal's sponsorship by a well-established communication (or other scholarly) organization. Also to be considered are the number of times a candidate's published work has been cited in other major studies.

H. Quality Press

Book (and book chapter) authors are encouraged to investigate the quality of presses. Quality presses are those with academically credible reputations. One of the markers for quality presses may include 1) publishers that are affiliated with major research universities (i.e., university-press), and 2) reputable popular presses that normally have an expert-review process.

For legitimate journals, one consideration may be the number of times the published book has been cited in other studies. Another marker may include whether the book is reviewed in a well-established communication (or other related field) journal.

In all cases of peer-reviewed publications, candidates for promotion, career status, and tenure must provide evidence of academic credibility and/or rigor of the presses.

IV. ALL APPOINTMENTS, REAPPOINTMENTS, PROMOTION, TENURE AND NON-TENURE (APT) COMMITTEE STRUCTURE AND APPLICATION REVIEW PROCESS

The following APT committee structure and process will be used to review APT applications in the Howard University School of Communications:

A. Structure

1. There will be an Appointments, Promotion and Tenure (APT) Committee in each academic department and one at the School level.
2. The Department APT Committee shall be a standing committee composed of all tenured faculty members in the department. Department APT Committee members who serve on the School-wide APT Committee shall evaluate applicants from their departments at the department level and recuse themselves from evaluation of applicants from their departments at the school-wide level. If at the department level there is not an adequate number of tenured faculty members, the Dean, after consultation with the department faculty, shall appoint to the Department APT Committee additional required tenured faculty members at the appropriate rank and in the same or related area as the applicant from within the School of Communications. The Department APT Committee shall be charged with examining all candidates for appointment, reappointment, promotion, career status, and tenure. It shall also coordinate the mentoring of probationary faculty members and those faculty members seeking reappointment and promotion.

The School-wide APT Committee shall consist of two (2) elected tenured faculty members from each department, the majority of whom shall be full professors. School-wide APT Committee members may not evaluate applicants who are members of their Department. If, at the School-wide level, there is not an adequate number of tenured faculty members at the required rank, the Dean shall appoint, after consultation with the School-wide APT Committee, tenured faculty members from outside of the School. For this purpose, Faculty appointments from outside the School shall be from related academic units, and shall consist of individuals who have academic credentials and rank appropriate for carrying out a peer review of faculty members in the School of Communications and have expertise in the same or related area as the applicant. The same structure is used to evaluate non-tenured faculty appointments, reappointments and promotions.

B. Process

1. For promotion and tenure within a department:
 - a. The candidate shall prepare the APT application file and submit it for review to the Department Chair who will facilitate the collection of external reviewer comments and transmit the complete application to the Department APT Committee.

- i. An applicant must submit the application through the University Faculty APT Management System. Any supporting materials that cannot be provided through the University Faculty APT Management System must be provided to the Department Chair for distribution to internal and external reviewers.
 - ii. Applications for promotion, for career status and promotion, and for tenure and promotion shall include evaluations from four (4) external reviewers at or above the rank the applicant is seeking. No reviewer may hold an academic rank lower than Associate Professor. The candidate shall recommend two (2) external reviewers at or above the rank the candidate is seeking. The Department APT Committee shall select the four (4) external reviewers, including two (2) of the reviewers recommended by the candidate. The Department Chair will then forward the applicant's curriculum vitae and copies of research publications or facsimiles of creative productions to each external reviewer for evaluation, along with a statement of the APT criteria relevant for the faculty rank the applicant is seeking.
 - iii. The applicant's application in the University Faculty APT Management System shall contain a brief narrative describing the applicant's teaching, research/creative and professional productions as defined by the applicant's respective department(s) and service. The narrative must address the applicant's research/creative and professional productions since joining Howard University and/or since his/her last promotion or receipt of tenure. The purpose of the summary narrative of the applicant's scholarly achievements is to aid the Department and School-wide APT Committees, the Department Chair, the Dean, the Provost (and the President, where applicable) in their independent reviews of the application.
 - iv. The applicant's application in the University Faculty APT Management System must include evidence of teaching including, but not limited to, student evaluations, peer evaluations and administrator evaluations.
2. There shall be four levels of independent review within the School. The levels will include the following steps: After the Department Committee completes its review of an application, the Committee shall forward it to the Department Chair. The Department Chair shall review the credentials of the applicant and forward his or her recommendation, along with that of the Department APT Committee, to the Office of the Dean for transmittal to the School-wide APT Committee for review. The School-wide APT Committee shall review the credentials of the applicant and will forward its recommendation to the Dean. The Dean shall review the credentials of the applicant and will forward her/his recommendation, along with all previous recommendations and the complete application, to the Office of the Provost. The review shall conform with the University's timetable.
3. In reviewing the candidate's qualifications, the following stipulations shall apply:
 - a. Only tenured faculty members may recommend applicants for tenure;
 - b. On the School-wide APT Committee, only faculty members of equal or higher rank than the rank being considered may recommend applicants for promotion;

- c. No faculty member shall be part of his/her own APT evaluation process;
 - d. Department APT Committee members cannot review candidates from their department on the School-wide APT Committee simultaneously and may only review candidates at the departmental level of the process;
 - e. Tenure reviews must be initiated consistent with the scheduled review that is associated with the applicant's date of appointment and academic rank;
 - f. Deadlines for review will be established by the Office of the Provost and Chief Academic Officer;
 - g. Consideration for appointment and promotion to the rank of Associate Professor and the award of tenure shall be completed simultaneously;
 - h. Reviews for promotion are initiated by the faculty member who is applying for promotion;
 - i. The Department Chair's letter of transmittal to the Department APT Committee and external reviewers must include the recommended faculty title, rank, status, and duration of the candidate's appointment. The Department Chair must submit, along with the transmittal letter, the criteria established by the department that establishes standards of excellence in all areas of review. The transmittal letter and criteria should remain with the application throughout the review process.
4. Every applicant for promotion and tenure has rights for reconsideration of a Departmental or School or College decision that may not support the applicant. These rights are set forth in the *Faculty Handbook*.

V. APPOINTMENT, REAPPOINTMENT, PROMOTION AND TENURE CRITERIA

The minimum criteria to be considered for recommendation for appointment, reappointment, promotion, career status, and/or tenure as a faculty member of the Howard University School of Communications are presented in this section. These criteria are meant to apply to all academic departments within the Howard University School of Communications.

The criteria for evaluation of candidate preparation and productivity are developed and periodically reviewed by each department for approval by the Faculty of the Howard University School of Communications. Thereafter, the department in which the action is proposed will make the initial assessments of achievement, including the level of quality. Also included are student evaluations, peer classroom evaluations and performance assessments of each faculty member's teaching, research, service and professional development. These assessments will take place annually for all Faculty. However, Faculty in tenure-track positions must undergo a third-year review by the Department Chair and Department APT Committee to evaluate progress toward tenure. Likewise, faculty in career-status-track positions must undergo a third-year review by the Department Chair and Department APT Committee to evaluate progress toward career status.

PREAMBLE

The Howard University School of Communications strives to be inclusive and values the diversity and talents of its faculty. To accomplish its overall mission to educate young minds for success, faculty must provide leadership on a local, regional, national and global level.

The Howard University School of Communications Faculty will be hired and evaluated using high standards of scholarly productivity. Evaluation and assessment of Faculty members will be based on the following: high-quality, peer-reviewed publications, juried creative productions and production of publicly distributed professional work; public recognition of professional and academic excellence; recognition by professional societies or recognized experts in the candidate's field or medium; recognition based on professional merit by groups other than professional societies, such as foundations, government bodies and community groups; and successful grant-writing in a relevant discipline.

1. ***Exceptional Appointments:*** It is recognized that there will be occasions when an individual with exceptional accomplishments and expertise is offered an appointment. These exceptions will be considered individually and treated on a case-by-case basis.
2. ***Early Tenure Applications:*** In exceptional cases, using the regular tenure process in the following situations, tenure may be granted before the fifth year of appointment:
 - a. when appointment to the Faculty at the University requires the continuation of tenure previously awarded by another institution of higher learning;
 - b. when appointment to the Faculty follows several years of continuous tenure-track service at a prior institution;
 - c. when a prestigious fellowship valuable to the School of Communications interrupts continuous service during the probationary period; or
 - d. when some extraordinary reason indicates that the School will be well served by the early grant of tenure.

Consistent with the *Faculty Handbook* and the *Faculty Workload Policy*, Faculty members will be evaluated on three primary criteria: (1) instruction and teaching, (2) scholarly and/or creative activity (research), and (3) service. The area of professional development is included as part of any or all of the three.

VI. INITIAL NON-TENURE TRACK APPOINTMENTS

Candidates for initial appointment to a non-tenure track faculty position are evaluated with respect to their education, their potential for teaching, and their potential for scholarly productivity, as applicable.

The following types of non-tenure track appointments are made: temporary track, clinical educator track, and career status track. Career status track candidates are required to engage

in the Scholarship of Teaching and Learning (SOTL), defined as the systematic inquiry into student learning that advances the practice of higher education by making inquiry findings public.

SOTL encompasses but is not limited to (a) staying abreast of SOTL research appropriate to the discipline, (b) conducting original SOTL research, and (c) disseminating the SOTL findings in peer-reviewed publications. (See the relevant appendix for departmental guidance.)

A. Temporary Lecturer

All appointments to the Full-Time Temporary Lecturer rank are non-tenure track, non-career track, non-CET, one-year appointments. Adjunct Lecturer appointments are part-time temporary appointments, and Adjunct Lecturers may be appointed for one semester or one year. Temporary appointments are made outside the ranks of permanent academic appointments. Such appointments are made for a limited number of reasons, where: 1) such an appointment is necessary to cover a course that cannot be taught by existing regular faculty; or 2) emergency situations require such an appointment on a full-time basis.

1. **Education:** The candidate must hold a master's degree in the proposed subject or in a closely aligned field. Some departments prefer a terminal degree. This requirement may be waived where the candidate has a longstanding record of recognized professional experience.
2. **Teaching Experience:** The candidate must have demonstrated potential for teaching proficiency based on experience or teaching evaluations (student and/or peer) provided with the application.
3. **Professional Experience:** The candidate shall have demonstrated evidence of professional potential based on experience (such as participation in creative and professional projects and/or research) or references provided with the application.
4. **Teaching Load:** The teaching load for full-time Temporary Lecturers is 4-4 (at least 12 credits per semester). A part-time (Adjunct) lecturer may teach up to eight hours (8) per semester.
5. **Status and Duration:** Temporary Lecturer appointments are term-limited appointments on a year-by-year contract for a full-time lecturer not to exceed a total of seven (7) years, as specified by the *Faculty Handbook*. A part-time (Adjunct) lecturer is appointed on a one semester or year term.

B. Probationary Career Status Track Lecturer

1. **Education:** The candidate must hold a terminal degree in the proposed subject or in a closely aligned field, and have professional recognition at a state, national, or international level.

2. **Teaching Experience:** The candidate must have demonstrated promise of excellent teaching for teaching proficiency based on experience or teaching evaluations (student and/or peer must be above average) provided with the application.
3. **Professional Experience:** The candidate must have demonstrated evidence of professional potential based on experience (such as participation in creative and professional projects and/or research) or references provided with the application.
4. **SOTL Potential:** The candidate must have demonstrated potential for Scholarship of Teaching and Learning (such as through presentation of research at scholarly meetings, legitimate publications, or responsible participation in juried creative projects) or by submitting a written prospectus/proposal for suggested SOTL-based research (see Appendix A), which must be favorably reviewed by APT as above average before reappointment. The candidate must have at least one peer-reviewed publication either in SOTL or otherwise appropriate to the discipline to qualify for initial appointment. This does not include the master's thesis or dissertation.
5. **Teaching Load:** The teaching load for Probationary Career-Status-Track Lecturer is 4-4 (at least 12 credits per semester).
6. **Status and Duration:** Initial appointments at this rank are with probationary status for three years. The minimum probationary period prior to applying for promotion to the next rank on the career status track is six (6) years. The Probationary-Career-Status-Track Lecturer appointment is limited to six years with a terminal year if the applicant is not successful in obtaining a promotion to Career Status Senior Lecturer.

C. Special Titles - See discussion set forth in the *Faculty Handbook*.

D. Clinical Educator Track

The Communication Sciences and Disorders Clinical Educator Track (CSD-CET) is intended for individuals whose primary role is to supervise and teach students through clinical instruction in the Howard University Speech and Hearing Clinic, Howard University Hospital and clinical sites in the Washington metropolitan community. (*See Section III. "Classification and Definitions."*)

The candidate shall hold the master's degree or the bachelor's degree and five or more years of relevant experience.

The candidate must have demonstrated potential for teaching proficiency based on experience and/or teaching evaluations (student and peer) provided with the application.

The candidate must have demonstrated evidence of scholarly and professional potential based on experience (such as through presentation of research at scholarly meetings, or responsible participation in creative projects) and/or references submitted with the application.

VII. INITIAL PROBATIONARY APPOINTMENT (Tenure Track)

A. Assistant Professor

1. The candidate must possess a doctorate or a terminal professional degree; or at a minimum hold a master's degree and also have professional recognition at the national level.
2. The candidate must have demonstrated potential for teaching proficiency on the basis of past experience and on the basis of teaching evaluations (student and peer) provided with the application.
3. The candidate must have demonstrated evidence of scholarly and professional potential on the basis of past experience (such as through presentation of research at scholarly meetings, legitimate publications or responsible participation in juried creative projects) and/or on the basis of references provided with the application.
4. Initial appointments at the Assistant Professor rank with probationary tenure track status are for three years. The maximum probationary period for Assistant Professors is seven (7) years. Faculty serving in the rank of Assistant Professor are typically reviewed for tenure in the fifth year but cannot be reviewed any later than the sixth year of the probationary period. Applicants will be notified in a timely manner of the University's decision respecting tenure. The seventh year will be the Faculty member's final year, if the University's decision is not to award tenure to the Faculty member (*Faculty Handbook*).

B. Associate Professor

1. The candidate must possess a doctorate, a terminal professional degree, or at a minimum a master's degree and professional prominence at the national or international level.
2. The candidate must have three (3) years of prior teaching experience at an excellent level of proficiency as determined on the basis of teaching evaluations (student and peer) provided with the application.
3. In the last five (5) years, the candidate shall have:
 - One (1) peer reviewed book
 - OR
 - Media productions (as described in Appendix A.)
 - OR
 - Major productions (as described in Appendix B and Appendix C.)

OR

- Published or accepted for publication some combination of the following, which must total five (5) quality publications:
 - o Book chapter(s)
 - o Refereed articles in legitimate journals

4. Initial appointments to the Associate Professor rank on probationary status are four-year appointments, with a maximum of five (5) years of service at this rank in probationary status, in accordance with the *Faculty Handbook*.

C. Professor

All permanent appointments to the rank of Full Professor are tenured appointments in the School of Communications. Probationary tenure track appointments at this rank are only for three (3) years.

1. The candidate must possess a doctorate or terminal professional degree, or at a minimum a master's degree and professional distinction at the national or international level.
2. The candidate must have at least five (5) years of prior teaching experience at an excellent level of proficiency as determined on the basis of recommendations provided with the application and any other evaluative information.
3. Within the last six (6) years, the candidate shall have:

- One (1) peer reviewed book

OR

- Media productions (as described in Appendix A.)

OR

- Major productions (as described in Appendix Band Appendix C.)

OR

- Published accepted for publication some combination of the following, which must total five (5) quality publications:
 - o Book chapter(s)
 - o Refereed articles in legitimate journals

VIII. FIRST REAPPOINTMENT IN RANK:

These criteria govern all reappointments in rank for Temporary Lecturer, Probationary Career Status Track Lecturer, Clinical Educator, Special Titles, and Probationary Tenure Track Assistant Professor.

A. Temporary Lecturer

1. Degree requirements are the same as established for initial appointments. *[Please refer to Section VI(A)].*
2. The candidate must have satisfactory teaching proficiency at Howard University, as determined by a consistent record of above-average student evaluations as well as peer and administrative observations. *[Please refer to Section VI(A).]*
3. For Temporary Lecturers, (*Faculty Handbook*) there is no obligation to produce scholarship or engage in research. Their primary responsibility is in teaching and instruction.

B. Assistant Professor

1. Degree requirements are the same as established for initial appointments. *[Please refer to section VII(A)].*
2. The candidate must have excellent teaching at Howard University. *[Please refer to section VII(A)].*
3. The candidate must have published or had accepted for publication one (1) refereed article or book chapter and must document one (1) or more such items as under review; OR must document media productions (see Appendix A); OR must document major progress on one (1) major production (see Appendices B and C).
4. The candidate must have contributed satisfactory departmental, School and University service at Howard University and/or related community service as determined by the department forwarding the recommendation.

C. Probationary Career Status Track Lecturer

1. **Education:** Degree requirements are the same as established for initial appointments.
2. **Teaching:** The candidate must have a consistent record of above-average teaching proficiency.
3. **SOTL Promise:** The candidate must have published or accepted for publication one (1) SOTL-qualifying, refereed article or book chapter and should document one (1) or more such items as in progress; OR must document one class-based or creative SOTL media production (see Appendix A); OR must document major progress on one (1) major SOTL project (see Appendices A, B and C).
4. **Term:** The first appointment is for a three-year term. There is only one more three-year term appointment permitted on the Career Status Track as a Probationary Career Status Lecturer. See Section XI for promotion in Career Status Track.

IX. SUBSEQUENT REAPPOINTMENTS IN RANK:

These criteria govern subsequent reappointments to the rank of Career Status Senior Lecturer, and Career Status Principal Lecturer. (All Temporary Lecturers and Clinical Educators reappointments are governed by Sections VI, VII, and/or VIII.)

A. Career Status Senior Lecturer

1. **Education:** Degree requirements are the same as established for initial appointments.
2. **Teaching:** The candidate must have above-average teaching proficiency.
3. **SOTL:** In the previous three (3) years, the candidate must have published or accepted for publication two (2) SOTL-qualifying, refereed articles or book chapters and should document two (2) or more such items as in progress; OR must document one class-based or creative SOTL media production or major progress on one such production (see Appendix A); OR must document major progress on two (2) major SOTL projects (see Appendices B and C).
4. **Term:** See Section XI for Promotion in Career Status Track.

B. Career Status Principal Lecturer

1. **Education:** Degree requirements are the same as established for initial appointments.
2. **Teaching:** The candidate must demonstrate excellent teaching proficiency.
3. **SOTL:** In the previous five (5) years, the candidate must have published or accepted for publication two (2) SOTL-qualifying, refereed articles or book chapters and should document two (2) or more such items as in progress; OR must document two (2) class-based or one (1) creative SOTL media productions (see Appendix A); OR must document significant progress on three (3) major SOTL projects (see Appendices A, B and C).
4. **Term:** See Section XI for Promotion in Career Status Track.

X. PROMOTION AND TENURE:

Appointments to the rank of Assistant Professor for those who have previously served as Temporary Lecturer, Probationary Career Status Track Lecturer, Career Status Senior Lecturer, Career Status Principal Lecturer, Clinical Educator or held Special Titles shall not be automatically promoted to a higher position. They may apply for a tenure track Assistant Professor position, and upon appointment, these appointments will be considered initial appointments in the probationary tenure track. Such appointments are governed by criteria in Section IV.

A. Associate Professor

The criteria below govern consideration for the simultaneous promotion and tenure from Assistant Professor to Associate Professor as well as tenure for Associate Professors who were initially appointed as an Associate Professor without tenure.

1. Degree requirements are the same as established for initial appointments. *[Please refer to section VII(B)].*
2. The candidate must have excellent teaching experience. *[Please refer to section VII(B)].*
3. Since the appointment at this rank, the candidate shall have published or had accepted for publication:
 - One (1) peer reviewed book
 - Media Productions (see Appendix A)

OR

 - One (1) Major Production (as described in Appendix B and/or Appendix C)

OR

 - Published or accepted for publication some combination of the following, which must total five (5) quality publications:
 - o Book chapter(s)
 - o Refereed articles in legitimate journals
4. The candidate must have provided significant University and/or related community service as determined by the department forwarding the recommendation.

B. Professor

The criteria below govern consideration for the promotion from tenured Associate Professor to full Professor.

- A. Degree requirements are the same as established for initial appointments. *[Please refer to section VII(C)].*
- B. The candidate must have excellent teaching experience. *[Please refer to section VII(C)].*
- C. Since the appointment at this rank, the candidate must have published or had accepted for publication:
 - One (1) peer reviewed book

OR

- Media Productions (see Appendix A)
- OR
- One (1) Major Production (as described in Appendix B and/or Appendix C)
- OR
- Published or accepted for publication some combination of the following, which must total five (5) quality publications:
 - Book chapter(s)
 - Refereed articles in legitimate journals

D. The candidate must have provided significant departmental, School or University and/or related community service as determined by the department forwarding the recommendation.

E. All permanent appointments to the rank of Professor are tenured appointments in the School of Communications. Temporary appointments at this rank may be made with the title of Visiting Professor. (See *Faculty Handbook*).

XI. PROMOTION IN CAREER STATUS RANK:

A. Career Status Senior Lecturer

1. **Description of Qualifications:** The candidate must hold a terminal degree in a proposed subject or in a closely aligned field and have professional recognition at a state, national, or international level. Must have a minimum of six (6) years as a Probationary Career Status Track Lecturer.
2. **Teaching Experience:** The candidate must have achieved excellence in teaching based on consistent above-average teaching evaluations (student and peer).
3. **SOTL Promise:** The candidate must have demonstrated promise for continued achievement in the conduct of SOTL, with the following in the last six (6) years:
 - One (1) SOTL peer reviewed book

OR

 - Two (2) class-based and one (1) creative SOTL media productions (as described in Appendix A)

OR

 - One SOTL major production (as described in Appendices A, B and C)

OR

 - Published or accepted for publication some combination of three (3) of the following:
 - SOTL Book chapter(s)
 - Creative or professional SOTL activity (as defined by Appendix A, but not totaling more than one (1) SOTL major production from Appendix C)
 - Refereed SOTL articles in legitimate journals.

4. **Teaching Load:** The teaching load as Career Status Senior Lecturer is 3-3 (at least 9 credits per semester).
5. **Status and Duration:** Appointment at this rank is renewable for three (3) year terms. The minimum period prior to applying for promotion to the next rank on the Career Track is six (6) years.

B. Career Status Principal Lecturer

1. **Description of Qualifications:** The candidate must hold a terminal degree in the proposed subject or in a closely aligned field, and have professional recognition at a state, national, or international level. Must have been a Career Status Senior Lecturer a minimum of six (6) years before applying for this position.
2. **Teaching Experience:** The candidate must have previously served a minimum of six years as a Career Status Senior Lecturer and have achieved an outstanding record in teaching as determined by consistent, outstanding teaching evaluations (student and peer).
3. **SOTL Achievement:** The candidate must have achieved a sustained record of exceptional achievement in the conduct of SOTL, with the following in the last five (5) years:
 - One (1) SOTL peer-reviewed book
OR
 - Two (2) class-based and one (1) creative SOTL media productions (as described in Appendix A)
OR
 - One (1) SOTL major production (as described in Appendices A, B, and C)
OR
 - Published or accepted for publication some combination of three (3) of the following:
 - SOTL Book chapter(s)
 - Creative or professional SOTL activity (as defined by Appendices A and C and not totaling more than one (1) major SOTL production from Appendix C)
 - Refereed SOTL articles in legitimate journals.
4. **Teaching Load:** The teaching load as Career Status Principal Lecturer is 3-3 (at least 9 credits per semester)
5. **Status and Duration:** Appointment at this rank may be recommended for reappointment every five (5) years.

***SAMPLE SCHEDULE FOR APPOINTMENT, PROMOTION AND
TENURE WITH INITIAL PROBATIONARY APPOINTMENT TO
ASSISTANT PROFESSOR***

Application/ Appointment

Contract 1: Year 1 & 2

- | | |
|------------------------|--|
| End of Year One: | <ul style="list-style-type: none">•Activity Report to the Dean, Chair•Promotion/Tenure Advisory Review Form |
| Beginning of Year Two: | <ul style="list-style-type: none">•Application for Reappointment for contract 2 |
| End of Year Two: | <ul style="list-style-type: none">•Activity Report to the Dean, Chair•Promotion/Tenure Advisory Review Form |

Application for Reappointment

Contract 2: Year 3 & 4

- | | |
|-------------------------|---|
| End of Year Three: | <ul style="list-style-type: none">•Activity Report to the Dean, Chair•Promotion/Tenure Advisory Review Form•Third-Year Review |
| Beginning of Year Four: | <ul style="list-style-type: none">•Application for Reappointment for contract 3 |
| End of Year Four: | <ul style="list-style-type: none">•Activity Report to the Dean, Chair•Promotion/Tenure Advisory Review Form |

**Application, Recommendation, Decision on Promotion & Tenure
Contract 3: Year 5 & 6**

- | | |
|---------------------------|---|
| Beginning of Year
Five | <ul style="list-style-type: none">•Application for promotion and tenure
would commence contract 4 |
|---------------------------|---|

APPENDIX A

HOWARD UNIVERSITY Department of Media, Journalism and Film Appointment, Promotion and Tenure Criteria Guidelines for Creative Achievement

This Statement of Philosophy is designed to be used in conjunction with the School of Communications Bylaws.

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Scholarship of Teaching and Learning

The Scholarship of Teaching and Learning (SOTL) is the systematic inquiry into student learning that advances the practice of higher education by making inquiry findings public. This is a worthwhile research area for all faculty members. SOTL is required for the following ranks: Probationary Career Status Track Lecturer, Career Status Senior Lecturer, and Career Status Principal Lecturer. [*Please refer to Section VI and Section IX.*]

SOTL encompasses but is not limited to (a) staying abreast of SOTL research appropriate to the discipline, (b) conducting original SOTL research in class or independently, and (c) disseminating the SOTL findings in an internal peer-reviewed process at the university level or in external peer-reviewed publications and creative works that qualify under Appendix A. Candidates should also present their research to the faculty and, if appropriate, to students. Temporary appointments do not have SOTL requirements.

For information and a repository of resources, see the Provost's website:
<https://provost.howard.edu/cetla/sotl>

APPENDIX B

HOWARD UNIVERSITY Department of Communication Sciences & Disorders

Definition of a Major Production

A major production is defined as a visible or tangible product which is the outcome of extensive effort, singularly or in collaboration with other scholars with substantial time investment for development that results in an immediate impact and lasting significance for the university and/or the profession such as the following:

- Funded grants that benefit the university
- Webinars
- Online Courses for a professional audience
- Computer Programs/Apps for professional and public audiences
- Informational Books/Videos for the general public on professional issues
- Commercial test instruments
- Patented Assessment Tool
- Patented treatment programs
- Patented inventions
- Augmentative and Alternative Technology Invention
- Program development implemented across units at the university

It is incumbent upon the candidate to demonstrate through written statement with proof of effort and impact than any of the above is significant enough to be deemed as a major production.

Scholarship of Teaching and Learning

The Scholarship of Teaching and Learning (SOTL) is the systematic inquiry into student learning that advances the practice of higher education by making inquiry findings public. This is a worthwhile research area for all faculty members. SOTL is required for the following ranks: Probationary Career Status Track Lecturer, Career Status Senior Lecturer, and Career Status Principal Lecturer. [*Please refer to Section VI and Section IX.*]

SOTL encompasses but is not limited to (a) staying abreast of SOTL research appropriate to the discipline, (b) conducting original SOTL research, and (c) disseminating the SOTL findings in peer-reviewed publications or as creative works that qualify under Appendix C.

For information and a repository of resources, see the Provost's website:
<https://provost.howard.edu/cetla/sotl>

APPENDIX C

HOWARD UNIVERSITY Department of Communication Studies Appointment, Promotion and Tenure Philosophy August 2025

PREAMBLE

The Department of Communication Studies (COMM) strives to be inclusive and values the diversity and talents of its faculty. To accomplish its overall mission to educate young minds for success, faculty must provide leadership on a local, regional, national, and global level.

The Department of Communication Studies faculty will be hired and evaluated using the highest standards of rigor associated with the academy and the profession. This Appointment, Promotion and Tenure Philosophy is designed to be used in conjunction with the Department's Performance Evaluation Plan and provides the support material to be used in conjunction with the School of Communications Bylaws.

Scholarship of Teaching and Learning

The Scholarship of Teaching and Learning (SOTL) is the systematic inquiry into student learning that advances the practice of higher education by making inquiry findings public. This is a worthwhile research area for all faculty members. SOTL is required for the following ranks: Probationary Career Status Track Lecturer, Career Status Senior Lecturer, and Career Status Principal Lecturer. [*Please refer to Section VI and Section IX.*]

SOTL encompasses but is not limited to (a) staying abreast of SOTL research appropriate to the discipline, (b) conducting original SOTL research, and (c) disseminating the SOTL findings in peer-reviewed publications or as creative works that qualify under Appendix C.

For information and a repository of resources, see the Provost's website:
<https://provost.howard.edu/cetla/sotl>