



BYLAWS & APT Criteria

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PREAMBLE

The School of Social Work (the School) is committed to ensuring that it functions in such a way that maximizes its purpose, organization, and effectiveness in the collaborative pursuit of its adopted mission, goals and objectives. The purpose of these bylaws is to describe the essential structure and conditions under which we have agreed to govern the activities of the School.

MISSION OF THE HOWARD UNIVERSITY SCHOOL OF SOCIAL WORK

The School of Social Work's mission is to prepare MSW graduates for advanced professional practice at local, national and international levels for the solution of human problems and to become leaders in their communities; and to prepare doctoral graduates for research, the professoriate, and leadership in the global community. We are dedicated to the pursuit of knowledge through discovery, research, partnerships, innovative practices, and other scholarly educational endeavors of its faculty, staff, students, and alumni. Graduates of the master's and doctoral degree programs are expected to become architects of liberating structures in culturally diverse families and communities that are empowered to serve the best interests of all their members.

THE BLACK PERSPECTIVE

The Black Perspective is an expression of the guiding philosophy of the School of Social Work. The Black Perspective is an affirmation of the strengths, diversity, and contributions of African Americans and people of African ancestry. The Black Perspective is a distinctive but not monolithic stance that celebrates the richness, productivity, and vigor of the lives of African Americans and people of African ancestry. Because the Black Perspective is an affirmation of strength, it insists on utilizing a strengths-based and empowerment approach to respond to and eliminate oppression in all forms as experienced by diverse groups of people. As a positive and vivifying stance, the Black Perspective is not exclusionary but instead promotes social justice and respect for diverse cultures within the United States and the global community.

STATEMENT OF INTENT

These bylaws shall be interpreted in accordance with the current edition of the *Howard University Faculty Handbook*. These bylaws supplement the guidance provided in the Faculty Handbook. Where there is a discrepancy, the Faculty Handbook's guidance supersedes that of the School's bylaws. Understanding the crucial role of the Council of Social Work Education (CSWE) to the accreditation of the School of Social Work, it is the intent of the faculty always to act in accordance with the applicable policies and standards of the CSWE.

ARTICLE I—DEFINITIONS

- A. *Adjunct lecturer* means a professional, qualified to practice social work, who enriches the academic offerings at the School of Social Work by devoting a minor portion of the adjunct lecturer's professional time to teach at the School of Social Work in a non-tenure track paid part-time temporary position.
- B. *Affiliate lecturer* means a professional, qualified to practice social work, who enriches the academic offerings at the School of Social Work by devoting a minor portion of the affiliate lecturer's professional time to teach at the School of Social Work in a non-tenure track volunteer part-time temporary position.
- C.. *Board of Trustees* or *Trustees* means the entity responsible for the governance of Howard University.
- D. *Bylaws of the School of Social Work* or *Bylaws* means this document.
- E. *Career-track appointments* (i.e., *Probationary Career-Status-Track Lecturer*, *Career Status Senior Lecturer*, and *Career Status Principal Lecturer*) are for faculty members whose responsibilities chiefly consist of classroom instruction and engaging in the Scholarship of Teaching and Learning (SOTL). Career track appointments do not grant tenure, and these appointments are not eligible for tenure status. They also differ in nature from tenure-line faculty appointments, the holders of which have primary responsibility for the nature and quality of academic programs (including curriculum, subject matter and methods of instruction) and for the conduct of discipline-specific research that focuses on advancing knowledge and contributing to the theoretical and empirical foundations of its field. Career track appointments complement, but do not supplant, tenured and tenure-track faculty lines in the affected academic units and programs. Career status is

awarded to faculty members who have achieved excellence, and demonstrated promise for continued achievement, in carrying out their faculty responsibilities. The tenured faculty, in cooperation with the dean, shall develop the criteria for Career Status Senior Lecturer and Career Status Principal Lecturer appointments and re-appointments that are specific to and appropriate for the School of Social Work. The School of Social Work Career Status criteria are subject to review by the provost and the president, and approval by the Board of Trustees.

F. Council on Social Work Education or CSWE means the non-profit organization that is the accrediting authority for the School of Social Work.

G. Dean means the chief administrative and fiscal officer of the School of Social Work.

H. Executive Session means a meeting of full-time tenured or tenure-track faculty that is closed to others. The faculty may invite a person who is not a member of the faculty to attend all or part of an executive session to provide important and relevant information for that meeting.

I. Faculty means:

1. The body composed of the tenured and tenure-track full professors, associate professors, and assistant professors, career-track faculty and adjunct faculty members who teach in the School of Social Work and hold a faculty appointment; and
2. The dean, the academic associate dean and an associate dean or an assistant dean, who hold not only an administrative position in the School of Social Work but also a faculty appointment.
3. Members of tenured, tenure-track and career-status faculty are entitled to vote.
4. Exclusions from the definition of "faculty" include:
 - a. *Professor Emeritus*, who may serve on committees and perform such other services as the Professor and the faculty find mutually desirable, but a professor emeritus shall not vote.
 - b. *Visiting Professor*, who may attend faculty meetings, serve on committees and perform such roles as the Professor and the faculty find mutually desirable, but a visiting professor shall not vote.

J. *Full-Time Faculty* means a faculty member

1. whose primary professional employment is with the School of Social Work; and
2. who devotes substantially all working time during the academic year to teaching, research, service and/or administrative activities, and whose outside professional activities, if any, should be limited to those that relate to major academic interests or enrich the faculty member's capacity as a scholar and teacher, are of service to the social work profession and the public generally, and do not unduly interfere with the person's responsibility as a member of the faculty.

K. *Faculty Committee* means a committee appointed by the faculty or the dean, as from time to time may be necessary:

1. A list of the committees created by the faculty and/ or the dean shall be maintained in the office of the dean;
2. Each faculty committee shall be given a definition that shall state the committee's composition and responsibilities.

L. *President* means the president of Howard University.

M. *Provost* means the provost and chief academic officer of Howard University.

N. *School of Social Work* means the School of Social Work of Howard University.

O. *University* means Howard University.

ARTICLE II—ADMINISTRATIVE STRUCTURE OF THE SCHOOL

The administrative structure of the School shall include the dean, associate and assistant deans, sequence chairs and the administrative staff.

Dean

The dean, who is the chief academic and administrative officer of the School, shall head the School of Social Work. The dean is subject to the authority of the Board of Trustees, the *Howard University Faculty Handbook*, and the Bylaws of the School of Social Work. The decanal leadership is also under the supervisory authority of the provost and chief academic officer and the university president.

Appointment of the Dean

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

Duties and Responsibilities of the Dean

The duties and responsibilities of the dean of the School of Social Work shall include, but are not limited, to the following:

- Promote the mission and goals of the School and represent the School in its official relations with internal Howard University constituencies and external constituencies;
- Recruit and recommend the appointment of sequence coordinators as prescribed by the *Howard University Faculty Handbook*;
- In consultation with the School's Executive Committee, prepare the School's reports and materials for presentation to internal and external constituencies;
- Review sabbatical leave applications and the School's Executive Committee's sabbatical leave application recommendations;
- Transmit the dean's sabbatical leave recommendations to the provost;
- Facilitate communication among and between the School's faculty, students, staff and other segments of the university;
- Review the APT committee's appointment, reappointment, promotion, career status, and tenure recommendations;
- Conduct an independent review of all applications for appointment, reappointment, promotion, career status, and tenure;
- Transmit the dean's and the APT committee's recommendations to the provost;
- Serve as chair of School-wide faculty meetings;
- 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 APT committee and the executive committee as it is carrying out its decanal evaluation responsibilities to ensure independent judgment.

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 social work.

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 dean. The associate deans' appointments are initiated by the dean, and approved by the provost and president.

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.

Faculty Evaluation of the Dean

The faculty shall evaluate the dean at least once every two (2) years to assist them in improving their performance. The School's evaluation instrument for the dean shall be developed and coordinated by collaboration between the Office of the Provost and the Executive Committee. The results shall be summarized and reported to the faculty by the provost; however, the details shall remain confidential. The Executive Committee shall present the detailed results of the evaluation of the dean to the Office of the Provost and Chief Academic Officer, which coordinates evaluations for all academic deans with appropriate input from the Executive Committee of the applicable school/college, in accordance with the *Howard University Faculty Handbook*.

Chairs/Directors*

Chairs/Directors are faculty members who are responsible for the coordination of faculty activities related to sections of the curriculum. They include:

- a. Direct Practice and Human Behavior & the Social Environment
- b. Community, Administration and Policy Practice and Human Behavior & the Social Environment
- c. Research
- d. Field of Practice
- e. Doctoral Program

Administrative Units

The dean, with the advice of the faculty, may adjust the number, composition, and function of administrative support units, as the dean deems necessary. Duties and

responsibilities of directors shall be outlined in an official position description, which will be available to the directors. The administrative units of the School of Social Work may include student services, admissions, online programming, agency-based education, centers, institutes, and other areas.

Administrative Staff

The dean shall appoint the School of Social Work administrative staff personnel whose assignments are under the dean's direct supervision. Administrative staff appointments whose duties are under the direct supervision of sequence coordinators 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.

ARTICLE III—FACULTY

Faculty Composition

Full-Time Faculty

There shall be a core of full-time faculty giving the basic academic leadership and instruction in the School in accordance with the standards established by CSWE.

Full-Time Non-Tenured Track Faculty

In addition, there may be full-time, non-tenured track faculty, including non-tenured renewable term faculty referred to as career-track faculty, in accordance with the *Howard University Faculty Handbook* and the applicable collective bargaining agreement.

Adjunct Faculty

Adjunct faculty are appointed at the rank of Lecturer and are responsible for teaching in accordance with the *Howard University Faculty Handbook* and the applicable collective bargaining agreement. They are not in residence but must meet academic criteria for the role for which they are appointed.

The academic criteria for the appointment to these full-time, full-time non-tenured track, and adjunct faculty positions shall be as specified in the Board of Trustees approved APT criteria for Lecturers, Assistant Professors, Associate Professors, and full Professors, developed by the tenured faculty of the School of Social Work (see pages 22-26).

Guest Faculty

Visiting Professors may be appointed for a period of one year. Visiting faculty members hold temporary appointments, renewable annually, for a maximum of three (3) years.

Guest Lecturers may be invited because of special expertise in a particular content or practice area for one or a limited number of lectures.

University Officers

The president and the provost and chief academic officer shall be members of the faculty of the School of Social Work.

Faculty Voting Rights

The voting faculty shall be composed of its full-time (tenured, tenure-track, and career-track) members including deans, tenured and tenure-track professors, tenured and tenure-track associate professors, and tenure-track assistant professors, and career-track lecturers, all of whom are to teach in the School under the rubric of the Faculty.

Adjunct and affiliate faculty may attend the meetings and take part in the deliberations, but shall not vote.

Positions without Faculty Status

Agency-Based Education Supervisors

These are persons who are employed by an agency and who instruct students in field work with the sanction and approval of the School. The role of agency field instructor carries no presumption of Faculty status.

Special Categories

The higher levels of research positions, that is, *Senior Research Associate*, *Research Scholar*, and *Senior Research Scholar*, are responsible for the initiation of research, the development of proposals, the organization and direction of research projects, the coordination of major segments of research effort and of assigned personnel, the relationships and arrangements within the university structure and with outside organizations, and the dissemination of research findings. The qualifications for these higher levels of research positions are those associated with the faculty ranks of assistant professor, associate professor, and professor, respectively, with major attention given to the level of professional behavioral science research experience.

Research Assistant

To assist in research activities under the direction of and accountable to a research

associate or other senior research staff. The bachelor's degree is the usual educational qualification.

Senior Research Assistant

To assist in research activities under the direction of and accountable to a research associate or other senior research staff. In addition to the bachelor's degree, this position calls for fifteen (15) credit hours of graduate work. One year of related experience may be substituted for post-graduate credit.

Research Associate

To direct and/or administer research investigations; or to provide research support and data to facilitate major research projects. The usual educational qualification is the master's degree with some research experience.

Teaching Assistants

Doctoral students who have successfully completed the core curriculum and the comprehensive examination are eligible for teaching assistant positions. These positions work with an assigned faculty member to provide instruction to students at the master's level.

ARTICLE IV—FACULTY MEETINGS

Regular Faculty Meetings

Regular faculty meetings shall be held monthly during the academic year. The dean has the responsibility in cooperation with faculty for preparation and distribution of the agenda for each faculty meeting. The dean shall chair each meeting of the faculty.

Should the dean not be present, the academic associate dean shall preside. All reports for policy action must be submitted in writing at least one week prior to such a meeting.

Special Faculty Meetings

Special meetings of the faculty may be called by the dean or associate dean at such times as circumstances may warrant; or upon written request of a majority of Executive Committee members; or by any three members of the voting faculty, stating the purpose. The dean or associate dean shall call a special meeting within five (5) working days of receipt of the written request, and the meeting should consider only those items.

Student Involvement

The School embraces student voices for matters that involve changes to the School and

will convene special meetings with students and/or their representatives, including, but not limited to, regular meetings with the dean; “town hall” meetings with the academic associate dean; and other meetings as requested by faculty or students. The Student Council Association (SCA) or their representative will meet with the dean twice a year.

The School of Social Work is committed to including student participation in the business of the School. Faculty and committee meetings shall be open to student representatives, who shall be chosen by the Student Council Association. At such meetings, the student representatives shall have voice, but no vote.

However, students shall neither attend nor participate in any 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 School shall specify the number of students participating in faculty and committee meetings, but shall be no less than one MSW student and one PhD student.

Students participating in faculty meetings will be provided with protocols for their participation. Students who participate in faculty and committee meetings shall not discuss the content or decisions of those meetings until the meeting minutes are finalized and distributed.

Secretary to the Faculty

A secretary and an alternate shall be elected from and by the faculty at its first regular meeting of the academic year and shall serve for one year and may be re-elected for successive terms. Duties of the secretary shall include:

- Maintaining a roll of voting members and calling it when necessary.
- Calling meetings to order when the dean and associate dean are absent, and presiding over election of a temporary chairperson.
- Recording the official minutes and assuming responsibility for these being maintained and corrected as necessary and providing access to a copy to each member of the Faculty prior to the start of the next faculty meeting.
- Maintaining copies of the university statutes, School Bylaws, and Faculty minutes and having access to these at each Faculty meeting.

Parliamentary Procedures

The parliamentary authority shall be *Robert's Rules of Order*. The dean or associate dean(s) may appoint a parliamentarian as required.

Quorum

A simple majority of the members of the voting faculty shall constitute a quorum. Each eligible voting faculty member present at any such meeting shall have one vote. All motions shall be carried by a simple majority of faculty present.

ARTICLE V—FACULTY COMMITTEES

Eligibility

All full-time faculty members of the School of Social Work shall be eligible to serve on committees as provided by the *Howard University Faculty Handbook*. The membership of all standing committees shall be elected or appointed as specifically provided for herein by the first fall semester faculty meeting. All committees shall report regularly to faculty and prepare an annual report at the end of each academic year. There shall be three classes of committees:

- a. standing committees required by the university;
- b. standing committees required by the School; and
- c. ad hoc committees evolving out of program needs of the School.

Standing Committees Required by the University

The standing committees required by the university shall be as follows: Executive Committee, Appointments, Promotions and Tenure Committee, and Curriculum Committee.

Executive Committee

For the purpose of implementation of the university-wide policy, and since our structure is based on areas, the School of Social Work is perceived to be a large department (School).

Roles and Responsibilities

- Preparation of budget requests.
- Preparation of decanal evaluation summary reports in accordance with the *Howard University Faculty Handbook*.
- Preparation of sabbatical leave recommendations in accordance with the *Howard University Faculty Handbook*.
- Fulfillment of its responsibilities related to disciplinary matters in accordance with the *Howard University Faculty Handbook*.
- Other matters delegated to the Committee by majority vote of Faculty.
- Matters referred to the Committee by the dean for advice and counsel.

Membership

- The committee shall consist of five full-time faculty members including at least one representative of each faculty rank to be elected by voting members of faculty on an annual basis.
- When a vacancy occurs during the term of a member, the faculty shall elect a replacement to complete the term.
- The dean shall be an ex-officio member of the committee and serve as chair.
- The assistant/associate dean(s) shall serve as ex-officio member(s) of the committee and the academic associate dean will preside in the dean's absence or incapacity.
- The Executive Committee elects from within its ranks a co-chair whose responsibility shall be to record and report to faculty.

Meetings

- The Committee shall convene regularly, no less than twice a semester, throughout the academic period.
- Special meetings of the Committee shall be held at the request of the dean or the majority vote of Faculty or three or more members of the Executive Committee.

Recording and Reporting

The co-chair has responsibility for regular reporting to the faculty and shall maintain minutes of committee transactions to be shared with faculty upon request.

Appointments, Promotions and Tenure (APT) Committee

Responsibilities

- Evaluates credentials for individuals for purposes of making recommendations to the dean regarding appointment, promotion, career status, or tenure of candidates for such action.
- Prepares written recommendations for the dean on the basis of such review and evaluation. Such recommendations shall include expression of position taken by dissenting members when a marked difference of opinion exists regarding final recommendations.
- Periodically reviews criteria for appointments, promotions, career status, and tenure to keep the criteria abreast of changes transpiring in university policy and regulations or in standards and values held by the larger professional community. Should need for changes exist, they shall be subject to ratification by faculty and approval by the dean, provost, president and Board of Trustees in accordance with the *Howard University Faculty Handbook*.
- Meets with the dean at least once each academic year to evaluate communication between the two offices and to agree on procedural changes when indicated.

Membership

- The committee shall consist of all tenured faculty in accordance with the *Faculty Handbook*.
- The committee shall elect a chair from among its ranks.

Recording and Reporting

Minutes of each meeting of the committee should be maintained separately from notes on assessment of credentials provided by potential or actual faculty. The former serves as record transactions relating to policy and projected planning and as such should be kept in permanent files.

Curriculum Committee

Responsibilities

The Curriculum Committee serves as a steering committee and shall have responsibility for recommending to faculty all matters related to academic planning, educational policy, and continuous review and evaluation of course offerings and content.

Membership

The Curriculum Committee shall consist of:

1. the chairperson of each substantive area,
2. director(s) of Clinical Education,
3. director of the Ph.D. program,
4. director of Admissions,
5. chair of Assessment and Outcomes Committee,
6. director of Student Services,
7. assistant dean(s) and associate dean(s) are ex-officio members of the committee.

The chairperson of the Curriculum Committee is appointed by the dean and ratified by the committee.

Meetings

The Curriculum Committee shall meet once a month during the academic year.

Recording and Reporting of Actions

- Minutes of each curriculum meeting shall be recorded, and attendance shall be included.
- Minutes shall be distributed to all members of the committee and members of the faculty.
- Recommendations for curriculum changes shall be brought to the faculty for action.

Standing Committees Required by School

The standing committees required by the program needs of the School are: Admissions, Student Review & Ethics, the Doctoral Program, Assessment & Outcomes, and Faculty Search Committees.

Admissions Committee

Within the framework of established policies of the university and as further developed by the faculty, the School of Social work assumes primary responsibility for selection of students for admission and readmission, the granting of financial awards and the establishment of advanced standing students who have formerly attended other accredited graduate schools of social work. Although the admissions process is autonomous, it is an integral and significant part of the total educational experience; it therefore is not considered a separate entity.

Responsibility

This committee assists in making recommendations regarding recruitment policies and practices; admission criteria and practices; and improving methods of student selection. The committee's recommendations are submitted to total faculty for action.

Membership

The director of admissions will convene meetings of the committee. The dean will appoint members to the committee on an annual basis.

Meetings

The committee shall meet at least once per semester during the academic year, but may meet more frequently if needed.

Student Review & Ethics Committee

The primary function of the Student Review & Ethics Committee is to help make appropriate educational plans for students experiencing difficulty in their academic and professional experience. The committee will also address, where appropriate, behavior in other settings that constitutes unprofessional conduct as prescribed by the *NASW Code of Ethics*. The process will be a review of students who are experiencing problems that are based on scholastic performance which includes academic performance and professional conduct. Reviews will be conducted for students who have been referred to the Student Review & Ethics Committee by a faculty member.

Membership

The Student Review & Ethics Committee shall consist of seven (7) regular members (5 faculty and two student members). Student members will be selected by the student

body. Faculty members and the chairperson of the committee will be appointed by the dean.

Committee members will recuse themselves from the proceedings if they have any involvement in the matter before the committee.

Student members will not review any cases and only participate in policy discussions.

Meetings

The committee shall meet as needed. Additional meetings will be called upon request of the dean or faculty or students. A quorum shall consist of three (3) members of the committee.

Confidentiality

The nature of the problems to be handled by the Committee requires strict confidentiality of information emanating from the review.

Procedures

The processes and procedures for referrals to the Student Review & Ethics Committee are described and updated in the annual *HUSSW Student Handbook*.

Doctoral Program (PhD) Committee

Responsibilities

To provide oversight of the doctoral program.

Members

- The director of the PhD serves as chair of the committee.
- In addition to the chair, there are five faculty members, and the faculty shall vote for two members. Other members may be assigned by the dean.
- The members of the Doctoral Program Committee shall be tenured faculty.
- Non-tenured faculty in their third year of review may serve on dissertation committees in select circumstances.

Meetings

The committee will meet once monthly and as needed for special topics.

Assessment and Outcomes Committee

Responsibilities

To provide assessment of the program as needed. These areas include, accreditation, educational outcomes improvement, gauging alumni satisfaction, and others.

Members

The membership shall consist of the chairs/directors of Direct Practice, CAPP and Research; Admissions; Clinical Education; Student Services and other members as appointed by the dean.

Meetings

The committee will meet once monthly and as needed for special projects.

Faculty Search Committee

Responsibilities

The Faculty Search Committee is responsible for recruiting, vetting, interviewing and recommending new faculty for hiring.

Members

All full-time faculty members may participate in the Faculty Search Committee. Assistant professors may participate in the interview process, but will not participate in providing recommendations regarding applicants.

Meetings

The committee will meet as needed.

Faculty Search Procedures

The School of Social Work concurs with the *Faculty Handbook's* commitment to excellent teaching through a robust recruitment and hiring process. The faculty search procedures for the School of Social Work are as follows:

A recommendation to appoint an individual to any faculty position should be initiated by a recommendation of the sequence chair and the sequence committee of all tenured and career status faculty. The recommendations of the sequence, together with the credentials of the prospective faculty, are forwarded to the dean, who seeks the advice of the School APT Committee. The dean's recommendation together with all prior recommendations and the file of credentials is forwarded to the provost per the *Faculty Handbook*.

Ad Hoc Committees

Ad hoc committees are established as needed by priorities and programs of the School. Specific functions and duties of such committees as well as membership composition and selection are determined by faculty at the time of establishment of such committees. Ad hoc committees are appointed at the discretion of the dean.

All ad hoc committees are responsible for:

- Regular reporting to faculty.
- Preparation of recommendations to faculty action. Such recommendations should include substantive data sufficient to provide faculty with an understanding of the task, problem or issue at hand, and should be distributed among faculty in writing prior to faculty assembly for considering the proposals involved.
- Maintaining minutes for faculty review.
- Each committee should prepare an annual report at the end of each academic period, including a self-evaluation and recommendations for future committee functions.

University-Wide Committees

The School will provide representation for university-wide committees as appropriate or required by university policy or by action of university administration. It is recommended that when appropriate, the following should be used in determining School faculty membership on university-wide Committees:

- Particular interests of faculty members.
- Competence or specialized skills.
- Performance of similar functions within the School structure.

ARTICLE VI—BOARD OF VISITORS

Board of Visitors: (BOV) Overview

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

The Board of Visitors shall provide the president, provost and chief academic officer, Dean of the School of Social Work, and Board of Trustees with an objective, informed perspective in the form of an annual report and shall generate external financial support for the unit.

Membership Approval

The approval of the appointment of BOV members rests with the Board of Trustees acting upon the recommendation of the president. Prior to making a recommendation,

the president receives input from the provost, the Dean of the School of Social Work, and the chair of the Board of Visitors. Nominations may come from any source (deans, faculty, alumni, etc.).

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.

Membership Composition

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

Member Terms

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

BOV Chair and Vice Chair

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

ARTICLE VII—BYLAWS AMENDMENTS

Full-time faculty members may propose an amendment to these bylaws. Such a proposal must be submitted to all faculty at least ten (10) business days prior to the meeting at which it is to be considered.

To be adopted, a proposed amendment must secure the affirmative vote of two-thirds of the members present and voting.

These bylaws shall be effective immediately upon their adoption by a two-thirds majority of faculty members present and voting at the meeting where they are proposed, subject to the review and approval of the Board of Trustees.

CRITERIA BY RANK FOR APPOINTMENT, PROMOTION AND TENURE

Introduction

Social work is a professional field requiring specialized knowledge, skills and competencies relating to practice and research. For this reason, the interdisciplinary faculty in a School of Social Work must have appropriate academic preparation, and qualifying experiences. In view of the nature of social work, faculty must have demonstrated competence appropriate to the field and its characteristic activities. It is critical that educators in the Howard University School of Social Work implement the unique vision and mission of the School and the university.

While all of education must search unceasingly for ways to strengthen and improve its offerings, the Howard University School of Social Work moves with special diligence at this task. With ever-growing challenges to the well-being of people and their environments, demands mount for leadership of the highest quality to all citizens domestically and globally. Services must be designed for optimization of social, emotional and economic functioning, but also to prevent the conditions which contribute to challenges faced by individuals, families, organizations, communities and the broader society. Thus, they must be oriented towards social and economic oppression, political issues, as well as racism and other types of oppression.

This criteria for appointment, promotion and tenure represents the current thinking to define criteria which will identify faculty capable of educating for leadership in the provision of developing, strengthening, evaluating and growing practices, services and systems. Such faculty will also be able to contribute to the development of relevant social policy, the building of institutions, and training for the empowerment of African Americans, communities of African ancestry, and vulnerable and underserved populations. The following criteria represents the qualities needed to ensure the selection and promotion of faculty who will educate for leadership, as such we have incorporated sufficient flexibility for recognition of the many and diverse ways of expressing creativity and demonstrating superior teaching and scholarship.

Substantive and Procedural Guidelines

Tenure and promotional procedural guidelines for the School of Social Work are set forth in the relevant sections of the *Howard University Faculty Handbook*. Substantive or specific matters pertaining to criteria for tenure and promotion for the School of Social Work are covered in these criteria for appointment, promotion and tenure.

Tenure and promotion are separate issues. Therefore, the specific criteria set forth in this document apply to appointment, promotion, and tenure. APT committee determination to recommend or not to recommend tenure is based on a careful and data-based judgment by the Appointments, Promotions and Tenure Committee which is comprised of tenured Faculty of the School of Social Work. Deans, program chairs and directors are excluded from APT committee membership.

As a general guideline, the Committee evaluates an applicant's pattern of leadership or clear potential for sustained leadership in the academic life and growth of the School of Social Work, the university, the profession and the larger community. Such leadership is expected to be demonstrated in the areas of academic preparation, professional experience, teaching, research and scholarship, and service.

I. Academic Preparation

Academic preparation includes educational requirements, applied or post-MSW experience, and continuing education and targeted learning opportunities beyond degree requirements. Criteria for academic preparation and activity includes the following:

Adjunct Lecturer (Non-Tenure Track)	Temporary Lecturer (Non-Tenure Track)	Lecturer (Probationary Career Status Track; Non-Tenure Track)	Senior Lecturer (Career Status; Non-Tenure Track)	Principal Lecturer (Career Status; Non-Tenure Track)	Assistant Professor (Tenure-Track)	Associate Professor (Tenured)	Professor (Tenured)
The educational requirement for appointment to the position of Adjunct Lecturer includes a Master's degree in Social Work from an accredited Social Work Program or a Master's Degree from an accredited program in the respective field. Evidence of additional training and continuing education in the respective area(s) is also expected for the position of Adjunct Lecturer.	The educational requirement for appointment to the position of Temporary Lecturer includes a terminal degree in Social Work from an accredited Social Work Program or a Master's Degree from an accredited program in the respective field. Evidence of additional training and continuing education in the respective area(s) is also expected for the position of Temporary Lecturer .	In addition to the requirements for Temporary Lecturer , the Lecturer (Probationary Career Status Track) must possess terminal degree in Social Work from an accredited Social Work Program or a terminal degree from an accredited program in the respective field. The person must also demonstrate engagement in the conduct of Scholarship of Teaching and Learning (SOTL) and have at least one peer-reviewed publication either in SOTL or otherwise appropriate to the discipline. This does not include the master's thesis or dissertation.	In addition to the requirements for Lecturer (Probationary Career Status Track) , the Senior Lecturer (Career Status) must have achieved excellence in the conduct of Scholarship of Teaching and Learning (SOTL).	In addition to the requirements for Senior Lecturer (Career Status) , the Principal Lecturer (Career Status) must have achieved a sustained record of exceptional achievement in the conduct of SOTL.	In addition to requirements for Temporary Lecturer , the Assistant Professor should possess a D.S.W. or Ph.D. degree. The person should also evidence research potential, have published scholarship, show participation in additional learning opportunities, such as successful participation in advanced credit or non-credit seminars, institutes, workshops, research projects and other experiences resulting in the extension of relevant knowledge and skills.	In addition to the requirements for Assistant Professor , persons at the rank of Associate Professor, should be engaged in educational pursuits resulting in published research, scholarly products, or significant contribution to social work education, research and practice.	In addition to the requirements for Associate Professor , persons at the rank of Professor should demonstrate a record of substantially contributing to social work education and practice through consistent scholarly writing, research, service, and creative contribution to the social work profession.

II. Experience

Experience includes the types and quality of experience in practice and areas of expertise. Criteria for experience includes the following across rank:

Adjunct Lecturer (Non-Tenure Track)	Temporary Lecturer (Non-Tenure Track)	Lecturer (Probationary Career Status Track; Non-Tenure Track)	Senior Lecturer (Career Status; Non-Tenure Track)	Principal Lecturer (Career Status; Non-Tenure Track)	Assistant Professor (Tenure-Track)	Associate Professor (Tenured)	Professor (Tenured)
Minimum of two years post-MSW or Master's experience with evidence of progressive responsibility, competence, successful performance, and preferably a license for teaching some practice and field courses. In addition, demonstration of direct involvement in the struggle for liberation of Black people and the Black community..	Minimum of two years post-MSW or Master's experience with evidence of progressive responsibility, competence, successful performance, and preferably a license for teaching some practice and field courses. In addition, demonstration of direct involvement in the struggle for liberation of Black people and the Black community..	In addition to requirements for Temporary Lecturer , the Lecturer (Probationary Career Status Track) must demonstrate a commitment to professional development. 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.	In addition to requirements for Lecturer (Probationary Career Status Track) , the Senior Lecturer (Career Status) must demonstrate the ability to conduct trainings and workshops for students and practitioners. Review of candidates for initial promotion to the rank of Senior Lecturer (Career Status) shall take place during the sixth year of a candidate's probationary appointment.	In addition to requirements for Senior Lecturer (Career Status) , the Principal Lecturer (Career Status) must demonstrate the ability to conduct trainings and workshops for advanced practitioners. Minimum of six years as a Career Status Senior Lecturer before applying for promotion to this rank.	In addition to requirements for Temporary Lecturer , the Assistant Professor must demonstrate advanced practice and education (i.e.: institutes, seminars), and supervision or teaching.	In addition to requirements for Associate Professor , candidates for the rank of Associate Professor should have 5 years of experience including 3 years of supervision, consultation, research or administration. The person must give evidence of continued involvement in the struggle for liberation of Black people and the development of the Black community.	In addition to requirements for Assistant Professor , candidates for the rank of Professor should have had 7 years of experience in a combination of the following: Teaching, research, consultation, administration and public service. The person must demonstrate clear leadership activity and continued involvement in activity on behalf of the liberation of Black people and the development of the Black community.

III. Teaching Effectiveness

All faculty are expected to meet the following criteria for teaching effectiveness and across rank: (1) Command of a substantive area; (2) Interest in students and ability to communicate clearly and effectively, and work constructively with students individually and in groups; (3) Interest in the education and development of Black social workers and the provision of services to the African American community, communities of African ancestry and vulnerable and underserved populations; (4) Evidence of potential for growth as a teacher and use of technology; (5) Evidence of keeping abreast with new developments in the profession and related fields; (6) Understand educational principles, methods and social work competencies; (7) Ability to challenge students intellectually and emotionally so that they are stimulated to deepen their understanding; and (8) Demonstrate the core values of the social work profession and the principles of the Black perspective.

Adjunct Lecturer (Non-Tenure Track)	Temporary Lecturer (Non-Tenure Track)	Lecturer (Probationary Career Status Track; Non-Tenure Track)	Senior Lecturer (Career Status; Non-Tenure Track)	Principal Lecturer (Career Status; Non-Tenure Track)	Assistant Professor (Tenure-Track)	Associate Professor (Tenured)	Professor (Tenured)
Demonstrate competence in all 8 Teaching Effectiveness Criteria.	Demonstrate competence in all 8 Teaching Effectiveness Criteria. Where available, student course evaluations and/or classroom observations by chair (or chair's designee/faculty committee) shall be provided and must be above average for initial appointment; and must continue to be above average to qualify for reappointment.	In addition to requirements for the Temporary Lecturer level, the person must demonstrate the promise of excellent teaching and demonstrate high potential for achieving promotion to higher Career Status faculty ranks.	In addition to the requirements for Lecturer (Probationary Career Status Track) , the person must have achieved excellence in teaching.	In addition to the requirements for Senior Lecturer (Career Status) , the person must have an outstanding record of teaching and demonstrate promise for continued achievement in teaching. Student course evaluations and classroom observations by chair (or chair's designee) shall be consistently rated as outstanding since initial appointment as Senior Lecturer to qualify for promotion to this rank; and must continue to be outstanding to qualify for reappointment.	In addition to requirements for the Temporary Lecturer level, provide evidence of potential for growth as a teacher.	In addition to the requirements for Assistant Professor , demonstrate consistent evidence of excellence in teaching.	In addition to the requirements for Associate Professor , demonstrate sustained excellent to outstanding performance in teaching, and provide leadership of teaching effectiveness within the faculty.

IV. Scholarship of Teaching and Learning (SOTL) Productivity, Research and Activity

Throughout their professional lives, scholarship of teaching and learning productivity, research and activity may be demonstrated through the following criteria and across rank:

Adjunct Lecturer (Non-Tenure Track)	Temporary Lecturer (Non-Tenure Track)	Lecturer (Probationary Career Status Track; Non-Tenure Track)	Senior Lecturer (Career Status; Non-Tenure Track)	Principal Lecturer (Career Status; Non-Tenure Track)	Assistant Professor (Tenure-Track)	Associate Professor (Tenured)	Professor (Tenured)
NA	NA	<p>Evidence of engaging in Scholarship of Teaching and Learning (SOTL) appropriate to the lecturer's discipline. SOTL is the systematic inquiry into student learning which advances the practice of higher education by making inquiry findings public. SOTL encompasses: (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. Candidates must have at least one peer-reviewed publication either in SOTL or otherwise appropriate to the discipline (not including the master's thesis or dissertation) for initial appointment; and shall present evidence of peer-reviewed publications in SOTL published during the candidate's probationary appointment for reappointment.</p>	<p>In addition to the requirements for Lecturer (Probationary Career Status Track), the person must demonstrate SOTL proficiency by the publication of at least two peer-reviewed SOTL articles within the past 5 years. The person must demonstrate promise for continued achievement in the conduct of SOTL.</p>	<p>In addition to the requirements for Senior Lecturer (Career Status), the person must demonstrate a sustained commitment to SOTL by the publication of at least four peer-reviewed articles within the past 7 years. The person must demonstrate promise for continued achievement in the conduct of SOTL</p>	NA	NA	NA

V. Discipline-Specific Scholarly Productivity, Research and Creative Activity

Throughout their professional lives, scholarly productivity, research and creative activity may be demonstrated through the following criterion and across rank: (1) Further definition and interpretation of the profession of social work and the Black experience; (2) Research activities (independent or cooperative) which contribute to the advancement of the profession and the mission of the School to include intervention and translational research; (3) Creative use of new knowledge and understandings in a specific area of education and/or practice, particularly with reference to the Black perspective; (4) Activities, such as conference attendance and continuing education leading to the development of new or modified professional techniques or services in education and/or practice; (5) Professional writing---papers, reports, articles in professional journals, books, teaching materials (films, syllabi, records, etc.) noting that the quality and significance of publications to the field/area will be assessed along with the rank of journals, publications in interdisciplinary journals and first authorship; (6) Original contributions to a specific area of education and/or practice; and, (7) a regular program of creative work, such as visual arts, adjunctive approaches, literary arts and the performing arts.

Adjunct Lecturer (Non-Tenure Track)	Temporary Lecturer (Non-Tenure Track)	Lecturer (Probationary Career Status Track; Non-Tenure Track)	Senior Lecturer (Career Status; Non-Tenure Track)	Principal Lecturer (Career Status; Non-Tenure Track)	Assistant Professor (Tenure-Track)	Associate Professor (Tenured)	Professor (Tenured)
NA	NA	NA	NA	NA	Demonstration of emerging leadership in scholarly productivity, research and creative activity. Substantive participation in at least one research activity per year and one peer reviewed article (published or accepted) per 18 months.	Demonstrated leadership in scholarly productivity, research and creative activity. Consistent participation in one research project per year and a minimum of one peer reviewed journal article (published or accepted) and submission for extramural funding each year.	Demonstration of sustained leadership in scholarly productivity, research, and creative activity. Two peer reviewed articles per year and/or 1 book every three years (published or accepted) and sustained extramural funding. Full professors will also be assessed on the merit of their citation index and/or the impact of their scholarship to the profession or area of practice.

VI. Service

Engaging in Service is an important expectation of faculty at all ranks. Service includes activities engaged within and outside of the School of Social Work that supports the profession, an area of inquiry, and the African American communities, communities of African ancestry and vulnerable and underserved populations through the following criteria and at the below ranks: (1) Active participation and demonstrated ability to contribute in the formulation of curriculum and program design for the School of Social Work; (2) Active participation within School committees, and in professional organizations on local, state, national, or international levels; (3) Participating cooperatively and constructively within the university to include working on or providing leadership on university committees or activities; and (4) Consultant services to governmental, private organizations, or agencies consistent with university policies.

Adjunct Lecturer (Non-Tenure Track)	Temporary Lecturer (Non-Tenure Track)	Lecturer (Probationary Career Status Track; Non-Tenure Track)	Senior Lecturer (Career Status; Non-Tenure Track)	Principal Lecturer (Career Status; Non-Tenure Track)	Assistant Professor (Tenure-Track)	Associate Professor (Tenured)	Professor (Tenured)
NA	NA	NA	NA	NA	Demonstrated service within the School of Social Work, and/or the university community, and participation in a professional or community organization.	Demonstrated leadership within the School of Social Work and/or the university community, and leadership in a professional or community organization.	Sustained leadership in the School of Social Work and/or the university community, and in a professional or community organization.