



1867

HOWARD

UNIVERSITY

Faculty Handbook

Approved by the Board of Trustees and Effective

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Introduction

Howard University is committed to education, service, and the development of future leaders. The University is a community of scholars, consisting of faculty, staff, and students, who are dedicated to the search for new knowledge, truth, and justice.

In the conduct of its affairs, the University is also committed to shared, humane and efficient governance in order to act in the best interests of the institution and the society it serves. Likewise, all members of the University community are dedicated to the pursuit of a culture of excellence, to full compliance with the law, and to the unfinished struggle for justice and equality—a struggle that has been at the foundation of the University since its creation in 1867.

This Howard University Faculty Handbook reflects the policies of Howard University in effect as of the date of its adoption by the Board of Trustees. It supersedes all prior versions of the Howard University Faculty Handbook and will govern all members of the Howard University faculty, regardless of the faculty member's date of hire, except as specifically noted herein. This version of the Faculty Handbook shall remain in effect until amended according to the procedures described herein, and in accordance with the Charter of the University and the Bylaws of the Board of Trustees.

The University was founded by an Act of Congress and, pursuant to the Act, it is governed by a Board of Trustees. The primary governing document of the University is the Bylaws of the Board of Trustees. The Board of Trustees retains authority over all aspects of the University's business. This faculty handbook describes, in principle and in practice, shared governance among the faculty, the administration, and the Board of Trustees of Howard University. In the event of any inconsistency between the Faculty Handbook and the Bylaws of the Board of Trustees, the provisions of the Bylaws of the Board of Trustees will supersede those of the Faculty Handbook.

The Board of Trustees may delegate certain aspects of its authority to the President, the central administration, the Deans, or the faculty for specific purposes. Additionally, the Board of Trustees may invite University constituencies to participate in various aspects of the governance of the University and enjoy certain other benefits.

Chapter A: The University and its Governance

Section A1: About Howard University

A1.1 Mission

Howard University, a culturally diverse, comprehensive, research intensive, and historically Black private University, provides an educational experience of exceptional quality at the undergraduate, graduate, and professional levels to students of high academic standing and potential, with particular emphasis upon educational opportunities for Black students. Moreover, the University is dedicated to attracting and sustaining a cadre of faculty who are, through their teaching, research and service, committed to the development of distinguished, historically aware, and compassionate graduates and to the discovery of solutions to human problems in the United States and throughout the world. With an abiding interest in both domestic and international affairs, the University is committed to continuing to produce leaders for America and the global community.

A1.2 History

In the aftermath of the Civil War, leaders of the First Congregational Church in Washington, D.C., concluded that “the pressing demand of the Southern field” for teachers, ministers, and other professionals warranted establishing an institution of higher learning to address the need. Prominent among them was Civil War hero Major General Oliver Otis Howard, then commissioner of the Freedmen’s Bureau. The vision of the founders became a reality on March 2, 1867, when President Andrew Johnson signed the charter, approved by the 39th Congress of the United States, creating an institution under the name of The Howard University. The name recognized the general’s service to the nation and his important role in establishing the University.

Starting with four students in the Normal Department on May 1, 1867, the University student body increased to 94 by the end of the first term of enrollment. The Preparatory Department was opened on August 14, 1867, and the Medical Department on April 16, 1868. Other academic departments organized during the University’s first three years of existence included Agriculture, Commerce, Law, Military, Music, and Religion. Of the present academic units, the College of Arts and Sciences, the College of Medicine, the College of Pharmacy, the School of Law, and the School of Religion had their beginnings prior to 1871. The College of Dentistry, originally a division within the School of Medicine, was organized in 1881, followed by the School of Engineering and Architecture (1907), the School of Architecture and Planning (1911), the School of Engineering (1911), the Graduate School (1934), the School of Social Work (1945), the College of Fine Arts (1961), the College of Nursing (1969), the School of Business and Public Administration (1970), the School of Communications (1971), the School of Education (1971), and the College of Allied Health Sciences (1974).

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

Howard University’s academic growth has been accompanied by an expansion of both its physical facilities and its other enterprises. What began as the original two-story frame house has developed

into today's 59-acre main campus, the West Campus, two sites in Northeast Washington, and a research site in Beltsville, Maryland. The University also established the Howard University Press, a radio station (WHUR-FM), and a television station (WHUT). Moreover, Howard operates a University hospital (Howard University Hospital) that not only provides services for a significant segment of the Washington, D.C. metropolitan community, but also provides a clinical setting for training physicians, nurses, and other healthcare providers.

Howard is more than academic programs and physical facilities; the University is a community of people dedicated to the quest for solutions to human and social problems in the United States and throughout the world. The interactions of these people, each contributing in their own way to the education of others, enable Howard to fulfill its mission and provide the kind of environment in which scholarship develops and flourishes. Recognition of students' high academic achievement has come from many national honor societies, including Phi Beta Kappa. The University is proud that, among its student body, faculty, administrators, and trustees, there are persons of virtually every racial/ethnic group, religion and background.

Traditionally, Howard has had and continues to have the largest gathering of African-American scholars in the world. Alumni and members of the distinguished faculty at Howard have risen to national and international prominence. Among them are Ernest E. Just, Zoology; Ralph Bunche, Political Science; Charles Drew, Medicine; Kelly Miller, Mathematics and Social Sciences; Elizabeth Catlett, Fine Arts; E. Franklin Frazier, Sociology; Carter G. Woodson, History; Zora Neale Hurston, Literature; Charles H. Houston, Law; Howard Thurman, Religion; Percy Julian, Chemistry; John Hope Franklin, History; William Hastie, Law; Lois Mailou Jones, Art; Lorraine A. Williams, Social Sciences; Ronald W. Walters, Political Science, Art; Patricia Bath, Medicine; Patricia Roberts Harris, Law; Sterling Brown, English; Thurgood Marshall, Law; Chadwick A. Boseman, Directing; and Kamala Harris, Political Science and Economics. Other illustrious alumni are included on the websites of the schools and colleges.

A1.3 Schools and Colleges

Howard University is organized into 14 schools and colleges:

- The College of Arts and Sciences
- The School of Business
- The Cathy Hughes School of Communications
- The College of Dentistry
- The School of Divinity
- The School of Education
- The College of Engineering and Architecture
- The Chadwick A. Boseman College of Fine Arts
- The Graduate School
- The School of Law
- The College of Nursing and Allied Health Sciences
- The College of Medicine
- The College of Pharmacy
- The School of Social Work

The University offers a full array of undergraduate degrees, master's degrees, Ph.D. degrees, other doctorates, professional degrees, and professional certifications. Additionally, the University offers several dual degrees. Howard University is periodically reviewed for affirmation of accreditation by the Middle States Commission on Higher Education. In addition, many specialized programs and professional schools are accredited by the relevant accrediting agencies. Each school/college is governed according to Bylaws recommended by its faculty and approved by the Board of Trustees. The Bylaws of the schools and colleges supplement the Faculty Handbook. In the event that there is any inconsistency between such Bylaws and the Faculty Handbook, the provisions of the Faculty Handbook shall govern and control.

A1.4 Board of Trustees

The ultimate authority and responsibility for both the development of policies and the control and operation of Howard University is vested in a self-perpetuating Board of Trustees as provided in the University's charter. The Board of Trustees is governed by its Bylaws.

A1.5 Academic Administrative Officers

Academic administrative officers of the University include the President, the Provost and Chief Academic Officer, Associate and Assistant Provosts, Deans, Associate and Assistant Deans, Department Chairs, Associate Chairs, Assistant Chairs, and Vice Chairs. Other members of the President's cabinet and other persons with advisory or administrative responsibilities whom the President may appoint also help to achieve the University's mission.

A1.5.1 President

The President is the chief executive of the University and is responsible for implementing the policies established by the Board of Trustees and for making appropriate recommendations to the Board as provided by its Bylaws and by this handbook. Such recommendations include those affecting academic policies and programs that originate in the schools and colleges.

The President is the official representative and spokesperson for the University.

A1.5.2 Provost and Chief Academic Officer

The Provost and Chief Academic Officer (the "Provost") is responsible for the overall supervision of the programs and activities of the schools and colleges, other academic units, and the academic support units of the University. The Provost is responsible for the appointment and retention of the faculty members who sustain these programs.

A1.5.3 Deans of Schools and Colleges

Each of the University's Deans is responsible for the administration of the school/college he or she leads. Deans report to the President, through the Provost. Deans have responsibilities that may include, but are not limited to, the following: faculty recruitment and development; faculty evaluation; academic program development and review; student advising; budget development and management; course schedule planning; general supervision of school/college research, teaching, and fundraising; and service and outreach activities, in addition to other duties that may be assigned

or required. Deans shall consult with the faculty on matters relevant to the academic programs and administration of the unit and be guided by the principle of shared governance.

The administrative functions, titles, and status of Deans of schools and colleges shall be distinct from their functions, titles, and status, if any, as holders of academic positions. Deans will normally hold tenure within their academic departments. Deans with tenure will retain their departmental seniority and rights to return to a tenured position in their department when they leave the administrative position. While serving in administrative positions, Deans are ex officio non-voting members of the faculty senate.

Deans without faculty status have no right to retreat to a faculty position when they leave their administrative positions. A Dean who has not been awarded tenure does not receive tenure by virtue of their administrative appointment. Tenure is awarded pursuant to Chapter D of the Faculty Handbook.

A1.5.3.1 Search, Appointment, and Term of Deans

Deans of schools and colleges do not have a definite term of office, but serve at the pleasure of the President. Deans are appointed by the Board of Trustees upon the recommendation of the President. When appointing a new Dean, the Provost shall name the chair of the search committee and appoint or arrange for the election of a search committee; in addition, two members shall be selected by the Faculty Senate absent a requirement for recusal secondary to a conflict of interest or ineligibility due to a pending disciplinary action. In either case, the Provost shall inform the Faculty Senate--within the limits required to preserve confidentiality--and request another selectee. The majority of the search committee members shall be from the school/college that the new Dean will head. The Provost's recommendation (e.g., recommended ranking of the top three candidates, recommendation to initiate a new search), together with the recommendation of the school/college search committee, shall be forwarded to the President for final decision.

It may become necessary for a proposed or existing search committee member to decline participation or recuse themselves if there exists a potential or existing conflict of interest or lack of impartiality. In such cases, the Chair of the Committee and/or the committee members may raise the concern regarding a conflict or impartiality, and the Chair of the Committee may request recusal of the affected committee member. If requested by the affected committee member, the Provost (i.e., the administrator responsible for the constitution of the committee) will review the matter and make a final determination of whether recusal is required.

A1.5.3.2 Faculty Evaluation of Deans

Deans shall be evaluated by the faculty of their academic units, in writing, at least once every two (2) years. The evaluation shall be developed and coordinated by collaboration between the Office of the Provost and Chief Academic Officer and the Executive Committee of the school/college. Evaluation rubrics will be distributed to faculty within each school/college to provide them the opportunity to give feedback on their decanal leadership. The evaluation rubric will consist of a series of questions in which participating faculty will assign a score and will be given an opportunity for discursive comments. The discursive comments allow faculty to state any reasons they have for believing that the decanal leadership has or has not helped the school or college make

progress in meeting its mission and goals. The Executive Committee will tabulate the results of the evaluation and submit a summary report and all completed evaluation rubrics to the Provost. The rubric responses and comments will be anonymous and will not be edited. The Provost will communicate the results of the evaluation to the full-time faculty within the school or college within ninety (90) working days. The results shall be used by the Provost to improve the effectiveness of Deans and to make recommendations to the President regarding their continuation or replacement.

This provision applies to all Deans, including outgoing, incoming, and Interim Deans. The faculty must be afforded the opportunity to provide feedback concerning all Deans. Faculty feedback regarding all Deans is essential, and the institution has an interest in being informed of this faculty feedback.

A1.5.3.3 Interim Deans and Acting Deans

Interim Deans of schools and colleges do not have a definite term of office, but serve at the pleasure of the President. Interim Deans are appointed by the President upon the recommendation of the Provost. Interim Deans serve as Dean on an interim basis, while a permanent replacement for an outgoing Dean is sought. Consequently, a formal national search is not required in order to appoint an Interim Dean. Instead, the Provost may accept nominations for Interim Dean candidates, including nominations from the faculty of the school or college the Interim Dean will lead. The Provost's recommendation shall be forwarded to the President for final decision. Within a year of the Interim Dean's appointment, a formal national search for a new Dean shall be initiated. Interim Deans shall be evaluated following the same process by which Deans are evaluated, described in Section A1.5.3.2 Faculty Evaluation of Academic Deans; however, the faculty should be given instructions that encourage them to take into consideration that an Interim Dean is not in the position for the full term.

An "Interim" Dean position is typically a temporary assignment, usually until a permanent hire is made, and involves a broader range of responsibilities. An "Acting" Dean position, on the other hand, is often a short-term substitution, where someone is covering for an absent Dean, and their responsibilities are usually more focused on continuing operation and administration of the school/college. At no point does an Acting Dean position automatically transition to an Interim Dean position. An Acting Dean appointment may not be used to fill a vacancy. Filling a vacancy should follow the procedure for permanent or Interim Dean appointment described above.

The process to appoint Acting Deans differs between schools and colleges and should be addressed in the Board-approved school/college Bylaws. In the event that process is not specified, the process should follow the guidelines in the Faculty Handbook. Deans typically send the Provost notice that they need to designate an Associate Dean to serve as Acting Dean in order to act in the Dean's stead while the Dean is away (e.g., for a conference) for the Provost's review and approval.

A1.5.4 Associate Deans of the Schools and Colleges

Associate Deans report to, and serve at the pleasure of, the Dean of their school or college. These appointments are recommended by the Dean to the Provost and ultimately approved by the

President. The eligibility criteria for Associate Deans will be outlined in the Board-approved Bylaws of the schools/colleges.

The core functions for Associate Deans will be outlined in the Bylaws of the schools/colleges. In schools that are not organized into departments, the Associate Dean for academic affairs or other appropriate academic administrator may fulfill responsibilities associated with chairs of departments.

The administrative functions, titles, and status of Associate Deans of schools and colleges shall be distinct from their functions, titles, and status, if any, as holders of academic positions. Associate Deans will normally hold tenure within their academic departments. An Associate Dean appointment without tenure must be approved by the Provost and President. Associate Deans with tenure will retain their departmental seniority and rights to return to a tenured position in their department when they leave the administrative position. While serving in administrative positions, Associate Deans are ex officio non-voting members of the faculty senate.

Associate Deans without faculty status have no right to retreat to a faculty position when they leave their administrative positions. An Associate Dean who has not been awarded tenure does not receive tenure by virtue of the administrative appointment. Tenure is awarded pursuant to Chapter D of the Faculty Handbook.

A1.5.4.1 Faculty Evaluation of Associate Deans

Associate Deans shall be subject to performance evaluations by their respective Dean every year, and the process (if any) for the Dean seeking input from full-time faculty regarding the performance of Associate Deans shall be in accordance with the school/college Bylaws.

A1.5.5 Assistant Deans of the Schools and Colleges

Assistant Deans report to, and serve at the pleasure of, the Dean of their school or college. These appointments are recommended by the Dean to the Provost and ultimately approved by the Provost. The eligibility criteria and core functions for Assistant Deans will be outlined in the Bylaws of the schools/colleges.

The administrative functions, titles, and status of Assistant Deans of schools and colleges shall be distinct from their functions, titles, and status, if any, as holders of academic positions. Assistant Deans will normally hold tenure within their academic departments. An Assistant Dean appointment without tenure must be approved by the Provost. Assistant Deans with tenure will retain their departmental seniority and rights to return to a tenured position in their department when they leave the administrative position. While serving in administrative positions, Assistant Deans are ex officio non-voting members of the faculty senate.

Assistant Deans without faculty status have no right to retreat to a faculty position when they leave their administrative positions. An Assistant Dean who has not been awarded tenure does not receive tenure by virtue of the administrative appointment. Tenure is awarded pursuant to Chapter D of the Faculty Handbook.

A1.5.5.1 Faculty Evaluation of Assistant Deans

Assistant Deans shall be subject to performance evaluations by their respective Dean every year, and the process (if any) for the Dean seeking input from full-time faculty regarding the performance of Assistant Deans shall be in accordance with the school/college Bylaws.

A1.5.6 Department Chairs

Each Department Chair is responsible for the administration of the academic department to which the chair is assigned. The Department Chair's responsibilities may include, but are not limited to, the following: faculty recruitment, development, and evaluation; program development, review, evaluation and assessment; student advising; departmental budget development and implementation; course schedule planning; and general coordination of the departmental research, teaching, and outreach activities. Department chairs shall consult with the faculty on matters relevant to the academic programs and administration of the department and be guided by the principle of shared governance. The administrative functions, titles, and status of Department Chairs shall be distinct from their functions, titles, and status, if any, as holders of academic positions. Department chairs will normally hold tenure within their departments. A Department Chair appointment without tenure must be approved by the Provost and President. Department chairs with tenure will retain their departmental seniority and rights to return to a tenured position in their department when they leave their administrative position.

Department chairs without faculty status have no right to retreat to a faculty position when they leave their administrative positions. A Department Chair who has not been awarded tenure does not receive tenure by virtue of the administrative appointment. Tenure is awarded pursuant to Chapter D of the Faculty Handbook.

A1.5.6.1 Search, Appointment, Term, Evaluation, and Removal of Department Chairs

A1.5.6.1.1 Search

When a new Department Chair position is created, or an existing Department Chair position is vacated, a departmental search committee shall be established. The Dean shall appoint the chair of the search committee and notify the department, in writing, of the scope of the search. The size and composition of the search committee shall be determined by the faculty of the department. The search committee shall present a recommendation to the Dean, who shall also develop a recommendation. The Dean's recommendation, along with that of the departmental search committee, shall be forwarded to the Provost. The Provost will then provide the Provost's recommendation and forward all recommendations to the President for final decision.

It may become necessary for a proposed or existing search committee member to decline participation or recuse themselves if there exists a potential or existing conflict of interest or lack of impartiality. In such cases, the Chair of the Search Committee and/or the committee members may raise the concern regarding a conflict or impartiality, and the Chair of the Search Committee may request recusal of the affected committee member. If requested by the affected committee member, the Dean will review the matter and make a final determination of whether recusal is required.

A1.5.6.1.2 Appointment

The President appoints Department Chairs based on recommendations from the Provost, the Dean, and the departmental faculty search committee.

A1.5.6.1.3 Term

The term of office for Department Chairs shall be three (3) years, unless a shorter term is stated in the Letter of Appointment, as determined by the President.

A1.5.6.1.4 Reappointment and Evaluation

Incumbent chairs shall be eligible for reappointment at the expiration of a term. Chairs shall be subject to performance evaluations by their respective Dean every year. In addition, every year, the Dean shall seek input from the full-time faculty of the department to evaluate the chair's performance by such procedures as the full-time faculty may establish in accordance with the Bylaws of the school/college. On the basis of this evaluation, the full-time faculty shall recommend reappointment or replacement of the chair to the Dean. The Dean's recommendation, along with that of the faculty, shall be forwarded through the Provost for a recommendation, and then on to the President for final decision.

A1.5.6.1.5 Removal

Chairs serve at the will and the pleasure of the President, and may be removed by the President at any time prior to the expiration of a term, as described in this section. Removal of a chair may also be initiated by the department upon the vote of two-thirds of the full-time faculty members of the department. The chair will be allowed to present his/her rebuttal to the Dean and Provost prior to the President's final decision regarding removal. The Dean or Provost may also recommend the removal of a chair. In each case, the chair may present his/her rebuttal to the next level of authority. Compensation as chair terminates at the point of removal.

A1.5.6.2 Interim Department Chairs and Acting Department Chairs

Interim Department Chairpersons do not have a definite term of office, but serve at the pleasure of the President. Interim Department Chairpersons are appointed by the President upon the recommendation of the Dean and the Provost. When an existing Department Chairperson position is vacated, an Interim Department Chairperson may be appointed to serve in the role while the formal Department Chairperson search process (described in Section A1.5.6.1.1 Search) is underway. Interim Department Chairpersons are appointed only to fill a vacancy in the office of the chair, while a permanent replacement for an outgoing Department Chairperson is sought. Consequently, a formal search for an Interim Department Chairperson is not required. Instead, each school or college may conduct an internal Interim Department Chairperson selection process (determined by the Dean) and based on that process, the Dean will recommend an Interim Department Chairperson to the Provost, for the Provost's consideration. The Provost's recommendation shall be forwarded to the President for final decision. Within a year of the Interim Department Chairperson's appointment, a formal search for a new Department Chairperson shall be initiated. Interim Department Chairpersons shall be evaluated following the same process by

which Department Chairpersons are evaluated (described in Section A1.5.6.1.4 Reappointment and Evaluation), and Interim Department Chairpersons may be removed following the same process by which Department Chairpersons are removed (described in Section A1.5.6.1.5 Removal).

An "Interim" Department Chair position is typically a temporary assignment, usually until a permanent hire is made, and involves a broader range of responsibilities. An "Acting" Department Chair position, on the other hand, is often a short-term substitution, where someone is covering for an absent Department Chair, and the Acting chair's responsibilities are usually more focused on continuing operation and administration of the department. At no point does an Acting Department Chair position automatically transition to an Interim Department Chair position. An Acting Department Chair appointment may not be used to fill a vacancy. Filling a vacancy should follow the procedure for permanent or Interim Department Chair appointment described above.

The process to appoint Acting Department Chairs differs between schools and colleges and should be addressed in the school/college Bylaws. In the event that process is not specified, the process should follow the guidelines in the Faculty Handbook. Department Chairs typically send their Dean notice that they need to designate, e.g., their Associate Chair, a Program Director, a Coordinator, or a tenured faculty member, to serve as Acting Chair in order to act in the Department Chair's stead while the Department Chair is away (e.g., for a conference) for the Dean's review and approval.

[A1.5.7 Associate Chairs of Departments](#)

Associate Chairs report to, and serve at the pleasure of, the chair of their department. These appointments are recommended by the Department Chair to the Dean and ultimately approved by the Provost. The eligibility criteria and core functions for Associate Chairs will be outlined in the Bylaws of the schools/colleges.

The administrative functions, titles, and status of Associate Chairs shall be distinct from their functions, titles, and status, if any, as holders of academic positions. Associate Chairs will normally hold tenure within their academic departments. An Associate Chair appointment without tenure must be approved by the Provost. Associate Chairs with tenure will retain their departmental seniority and rights to return to a tenured position in their department when they leave the administrative position.

Associate Chairs without faculty status have no right to retreat to a faculty position when they leave their administrative positions. An Associate Chair who has not been awarded tenure does not receive tenure by virtue of the administrative appointment. Tenure is awarded pursuant to Chapter D of the Faculty Handbook.

[A1.5.8 Assistant Chairs of Departments](#)

Assistant Chairs report to, and serve at the pleasure of, the chair of their department. These appointments are recommended by the Department Chair to the Dean and ultimately approved by the Provost. The eligibility criteria and core functions for Assistant Chairs will be outlined in the Bylaws of the schools/colleges.

The administrative functions, titles, and status of Assistant Chairs shall be distinct from their functions, titles, and status, if any, as holders of academic positions. Assistant Chairs will normally hold tenure within their academic departments. An Assistant Dean appointment without tenure must be approved by the Provost. Assistant Chairs with tenure will retain their departmental seniority and rights to return to a tenured position in their department when they leave the administrative position.

Assistant Chairs without faculty status have no right to retreat to a faculty position when they leave their administrative positions. An Assistant Chair who has not been awarded tenure does not receive tenure by virtue of the administrative appointment. Tenure is awarded pursuant to Chapter D of the Faculty Handbook.

A1.5.9 Vice Chairs of Departments

Vice Chairs report to, and serve at the pleasure of, the chair of their department. These appointments are recommended by the Department Chair to the Dean and ultimately approved by the Provost. The eligibility criteria and core functions for Vice Chairs will be outlined in the Bylaws of the schools/colleges.

The administrative functions, titles, and status of Vice Chairs shall be distinct from their functions, titles, and status, if any, as holders of academic positions. Vice Chairs will normally hold tenure within their academic departments. A Vice Chair appointment without tenure must be approved by the Provost. Vice Chairs with tenure will retain their departmental seniority and rights to return to a tenured position in their department when they leave the administrative position.

Vice Chairs without faculty status have no right to retreat to a faculty position when they leave their administrative positions. A Vice Chair who has not been awarded tenure does not receive tenure by virtue of the administrative appointment. Tenure is awarded pursuant to Chapter D of the Faculty Handbook.

Section A2: Academic Organization and Governance

A2.1 Shared Governance

Shared governance is defined as the right and responsibility of faculty to consistently and appropriately engage with the Administration and Board of Trustees, based on mutual respect, through shared responsibility for the University toward the ends of teaching and scholarly excellence, enhanced productivity, and greater responsiveness to the needs of Howard University in achieving its unique contemporary mission. Specifically, shared governance involves the participation of the faculty with the Administration and Board of Trustees in the development of policies and decisions that impact University-wide programs, and in areas where the faculty have primary responsibility, such as the nature and quality of academic programs (including curriculum, subject matter and methods of instruction), faculty welfare (including faculty status), student welfare (including those aspects of student life which relate to the educational process), and research and scholarship, the Board of Trustees and President should consider faculty input and clearly communicate the basis for institutional decisions to the faculty. Shared governance ensures

the right of faculty to seek change and to participate in the governance of the University through direct interaction and dialogue with the Administration and/or the Board of Trustees, as set forth in the Constitution of the Faculty Senate.

A2.2 The Role of the Board of Trustees and the President in Approving Academic Policies and Programs

Academic policies and programs of individual schools and colleges usually emanate from the committee or department level and are submitted for subsequent consideration by the school/college faculty. Faculty shall work collaboratively with the Dean of the school/college to develop proposals. After the faculty have voted to approve a proposal, the Dean of the school/college shall prepare a recommendation to endorse the faculty-approved proposal. The Dean shall then transmit both the Dean's recommendation and the faculty-approved proposal to the Provost. If the Dean's recommendation does not fully endorse the faculty-approved proposal, the Provost may return the proposal to the school/college. Following the Provost's review, these and the Provost's recommendation shall be forwarded to the President for review and approval and for submission to the Board of Trustees for final action. The Dean, the Provost and the President shall acknowledge receipt and consult with the appropriate school/college faculty with respect to their recommendations in a timely manner.

The Provost shall communicate decisions of the Board of Trustees related to academic policies and programs to the faculty and the University community within 30 calendar days of the Secretary's posting of the Notice of Board Actions. In areas where the faculty have primary responsibility, the Board of Trustees and President should consider faculty input and clearly communicate the basis for institutional decisions to the faculty.

A2.3 Organization and Bylaws of the Schools and Colleges

Each school/college shall be organized and governed according to Bylaws that have been approved by its faculty, the Dean, the Provost, the President, and the Board of Trustees. In addition to other provisions, the school/college Bylaws shall contain the specific criteria for Appointments, Promotions, and Tenure, consistent with those outlined in the Faculty Handbook. Bylaws, and the Appointments, Promotions, and Tenure (APT) criteria contained within the Bylaws, shall be reviewed for updating at a minimum of every five years.

Schools and colleges may contain the following components: academic departments and support units, a duly appointed faculty, a Dean, Associate and/or Assistant Deans appointed as necessary, Department Chairs, and Associate, Assistant and/or Vice Chairs appointed as necessary. In schools that are not organized into departments, certain procedures that otherwise begin with actions at the departmental level begin instead at the school level. In those cases, the Associate Dean for Academic Affairs and/or a faculty committee may fulfill the roles comparable to those of the chair or a departmental committee. In such cases, the Bylaws of the school will govern.

A2.4 Academic Departments

An academic department shall consist of faculty members appropriately appointed to teach; conduct research; engage in professional development; provide service to the department,

school/college, University, and community at large; and perform other duties that may be assigned. The department shall have autonomy consistent with the maintenance of general school/college and University policy. Each department shall have a Department Chair and an Associate/Assistant/Vice chair as necessary, and be organized and governed according to the Bylaws of the school/college to which it belongs.

A2.5 The Faculty

The faculty of each school/college is comprised of the Dean, Associate and Assistant Dean(s) who hold faculty appointments, and the Professors, Associate Professors, Assistant Professors, Instructors, and Lecturers, whether full time or part time. In schools and colleges with departments, the faculty of the school/college also includes the Department Chairs, and the Associate, Assistant and Vice Chairs who hold faculty appointments. The President and Provost of the University are members of the faculty of each school and college.

The Howard University faculty is comprised of all faculty members of the various schools and colleges and shall have such powers and duties as a collective constituency of the University, as set forth in the Board of Trustees-approved Constitution of the Howard University Faculty Senate (hereafter called the Constitution of the Faculty Senate).

The faculty shares responsibility with the administration of the University in matters of shared governance including responsibility for academic programs; faculty recruitment and development; faculty evaluation and status; program development and review; student admission and advising; class schedule planning; general supervision of the research, teaching, and outreach activities of the school/college; and the allocation of University resources to support these activities. The mechanism for faculty involvement in these matters shall be outlined in the Bylaws of the respective schools and colleges.

A2.6 The Faculty Senate

The Faculty Senate is comprised of all faculty members, both tenured and non-tenured, who are currently serving in full-time faculty appointments or positions, and Department Chairpersons, if they have been appointed with the advice and consent of the faculty of their department. The following general administrative officers of the University (President, Vice Presidents, Provost, Deans of the Schools and Colleges, and Director of the University Libraries), whether they hold full-time faculty appointments or not, shall be non-voting, ex-officio members of the Faculty Senate, ineligible to serve as officers of the Senate. Ex-officio membership in the Senate is for the exchange of information with the faculty senators concerning the business of the Senate. The functions, membership, and voting rights of the Faculty Senate are set forth in the Constitution of the Faculty Senate, which defines the role of the Faculty Senate in the shared governance of the University.

The Howard University Faculty Handbook and the Constitution of the Faculty Senate are the Board of Trustees-approved documents that coordinately frame a relationship that is based upon mutual respect between the faculty, administration, and Board of Trustees that is the framework of a partnership and collaboration in University governance. The Faculty Senate functions through its Officers (Chairperson, Vice-Chair, and Secretary), the Council of the Faculty Senate, the Steering

Committee of the Council, and standing committees. The Faculty Senate meets to hear reports from the President of the University, its officers, and the chairpersons of the Senate Committees.

The Faculty Senate Chair may be invited to participate at the discretion of the Chair of the Board of Trustees, and shall serve at the pleasure of the Chair of the Board of Trustees, on the Academic Excellence Committee of the Board of Trustees as an affiliate group representative, who is allowed to participate and vote on Academic Excellence Committee matters but shall not be deemed to be a Trustee by virtue of his/her participation on the Academic Excellence Committee and shall not be eligible to serve as Chair of any Board of Trustees Committee. For the avoidance of any doubt, nothing in this Faculty Handbook shall be construed to create elected or ex officio Trustee positions for any affiliate group participants.

The Council of the Faculty Senate is the representative body that acts on behalf of the entire faculty in legislative and advisory capacities. The Council (and its Steering Committee) has the power and the responsibility to consider and propose legislative recommendations to the President and to the Board of Trustees on (a) any matter of academic policy which involves more than one school/college, and (b) any other matters that substantially affect the general interest of the University faculty.

A2.7 The Faculty Ombudsperson

A2.7.1 Overview

The Faculty Ombudsperson at Howard University serves as an independent, informal, confidential, and voluntary resource for faculty members seeking to address concerns or resolve conflicts outside and completely separate from formal University processes. The Faculty Ombudsperson is precluded from participating in the Faculty Grievance Commission (FGC), investigations, hearings, and other formal adjudicative procedures.

A2.7.2 Purpose and Scope

The Ombuds process is designed to:

- Support early, informal resolution of faculty concerns
- Promote trust-building and relationship repair
- Offer collaborative problem-solving in a non-adversarial setting

The Faculty Ombudsperson does not participate in any formal process, does not conduct investigations, and does not issue findings or decisions. The Ombuds does not create records or report outcomes, preserving the off-the-record nature of all interactions.

A2.7.3 Guiding Principles

The Faculty Ombudsperson adheres to the International Ombuds Association (IOA) Standards of Practice and Code of Ethics, which emphasize:

- **Independence:** Structurally and functionally independent from University governance and grievance systems
- **Neutrality and Impartiality:** Serving all parties fairly without bias or advocacy
- **Confidentiality:** Preserving privacy to the maximum extent permitted by law and University policy
- **Informality:** Operating outside formal channels and procedures

A2.7.4 Key Benefits of the Ombuds Process

Faculty and administrators may engage the Ombudsperson to:

- Discuss concerns in a safe, confidential space
- Receive informal guidance, coaching, and referrals to campus or external resources
- Participate in facilitated dialogue or mediation
- Deescalate conflict and explore alternatives to formal grievance procedures

Participation is entirely voluntary. Individuals involved in formal processes may, with mutual agreement, pause or exit those processes to pursue informal resolution through the Ombuds.

A2.7.5 Conclusion

The Faculty Ombudsperson offers a distinct and complementary resource for resolving faculty concerns in a manner that is collaborative, restorative, and non-adversarial. While formal grievance mechanisms remain available and necessary in some cases, the Ombuds process provides an attractive alternative for those seeking resolution through dialogue.

Section A3: Academic Committee Structure

A3.1 University-Wide Committees

From time to time, the President or the Provost may form various ad hoc University-wide committees (e.g., University-wide undergraduate and graduate curriculum committees) or task forces whose roles are distinct from, but do not conflict with, the standing committees that are part of the regular University governance structure, such as the Faculty Senate and faculties of the schools and colleges. Such committees may have an indefinite duration, or they may be limited to a specific task and/or a specific period of time. Before creating such a body, the President or the Provost shall consult with the Chair of the Faculty Senate. Faculty representatives will be recommended by the Faculty Senate and by the schools and colleges according to the procedures specified in the school/college Bylaws.

A3.2 School and College Committees

The functions, membership, voting rights and organization of all standing and ad hoc committees for each school/college shall be established and set forth in the school/college Bylaws or by the

Dean, except as provided herein. However, all Appointments, Promotions, and Tenure (APT) matters, including the development of APT criteria, are the purview of the tenured faculty.

The following standing committees shall exist in each school/college: an Executive Committee; a Committee on Appointments, Promotions, and Tenure (APT); and a Curriculum Committee.

A3.2.1 The School/College Executive Committee

The school/college Executive Committee is chaired by the Dean and is constituted in accordance with the school/college Bylaws. The school/college Executive Committee shall be responsible for those matters delegated to it by the faculty. In addition, this committee has decanal evaluation responsibilities (see Section A1.5.3.2 Faculty Evaluation of Deans) and disciplinary responsibilities (see Chapter E) as prescribed in the Handbook, and has additional responsibilities as prescribed in the school's or college's Bylaws. The Dean shall recuse him/herself from the Executive Committee for the purposes of decanal evaluations. The Executive Committee shall elect a chair for this purpose.

A3.2.2 The School/College APT Committee

The school/college APT Committee consists of tenured faculty, who are elected in accordance with the Faculty Handbook and the school/college Bylaws, and makes recommendations in accordance with the Faculty Handbook and the school/college Bylaws. The school/college APT Committee shall make recommendations to the Dean regarding initial appointments, reappointments, promotions, career status, and tenure of faculty members.

A3.2.3 The School/College Curriculum Committee

The school/college Curriculum Committee is constituted in accordance with the school/college Bylaws. The school/college Curriculum Committee shall periodically review the school's/college's curricula and make recommendations to the Dean regarding required enhancements. Before the school/college Curriculum Committee's recommendations can be implemented by the Registrar, they must also be approved by the Provost.

A3.2.4 Other School/College Standing and Ad Hoc Committees

Other standing and ad hoc committees may be established by vote of the school/college faculty, by provisions set forth in the Bylaws of the school/college as determined by the faculty of the school/college, or by appointment by the Dean.

A3.3 Departmental Committees

Each department shall have, at a minimum, the following committees: an Executive Committee; a Committee on Appointments, Promotions and Tenure (APT); and a Curriculum Committee.

A3.3.1 The Departmental Executive Committee

The Department Executive Committee is chaired by the Department Chair and constituted in accordance with the school/college Bylaws. The Department Executive Committee is responsible

for those matters delegated to it by the faculty of the department. In addition, the Department Executive Committee has sabbatical leave responsibilities (in Chapter B) and disciplinary responsibilities (in Chapter E) as prescribed in the Handbook. The Department Executive Committee may have additional responsibilities prescribed in the school's or college's Bylaws.

A3.3.2 The Departmental APT Committee

The department APT Committee consists of all of the tenured faculty members of the department except for the Department Chair. The department APT Committee makes recommendations in accordance with the Faculty Handbook, the school/college Bylaws, and the APT criteria contained within the Bylaws. The department APT Committee shall make recommendations regarding initial appointments, reappointments, promotion, career status, and tenure in accordance with the Faculty Handbook and the school/college Bylaws and APT criteria.

A3.3.3 The Departmental Curriculum Committee

The department Curriculum Committee is constituted in accordance with the school/college Bylaws. The department Curriculum Committee is the committee responsible for periodically reviewing the department's curricula and making recommendations to the Department Chair regarding required enhancements before moving them on to the college's Curriculum Committee.

A3.3.4 Other Standing and Ad Hoc Committees

Other departmental standing and ad hoc committees may be established by faculty vote, by provisions set forth in the Bylaws of the school/college as determined by the faculty of the school/college, or by appointment by the Department Chair.

Section A4: Academic Administrative Policies

A4.1 Faculty Status

The administrative functions, titles, and status of such administrators of academic services as the Provost, Vice Presidents, Associate and Assistant Provosts, Deans, Associate and Assistant Deans of schools and colleges, Department Chairs, Associate, Assistant and Vice Chairs shall be distinct from their functions, titles, and status, if any, as holders of faculty positions. Academic administrators may hold faculty rank and tenure; however, no academic administrator shall hold faculty tenure solely by virtue of the administrative appointment.

Administrators with faculty tenure retain faculty status within the academic unit of their faculty appointment. They may apply for promotion to higher rank following the same process as other tenured faculty members may in the same school or college (see promotion and tenure review process description in Chapter D). However, given that Deans and Department Chairs may not evaluate themselves for promotion to a higher faculty rank, the next level of authority will designate a different administrator of the same or higher administrative rank who is tenured, of higher faculty rank, and has expertise in the candidate's field or a related field to evaluate the candidate (e.g., the Provost will designate an Associate Provost or another Dean who is tenured, of higher faculty rank, and has expertise in the candidate's field or a related field to evaluate a Dean who is up for promotion; the Dean will designate an Associate Dean or another Department

Chair who is tenured, of higher faculty rank, and has expertise in the candidate's field or a related field to evaluate a Department Chair who is up for promotion).

Administrators who have not been awarded tenure prior to receiving an administrative appointment do not receive tenure by virtue of receiving an administrative appointment. While serving in the administrative role, however, such persons may apply for appointment to a vacant faculty position in the manner described in Chapters C and D, to include review of credentials by the appropriate faculty committees and administrators and approval by the appropriate decisional authority. Holders of temporary faculty appointments do not have permanent rights to a faculty position, nor do administrators without a tenured faculty appointment.

A4.2 Faculty Participation in Academic Planning

Faculty and administrators are partners in the shared responsibility for the academic and educational enterprise at Howard University. In this regard, there is joint responsibility to engage in ongoing processes that guide important decisions regarding academic priorities, academic restructuring, budget/resource allocation, and planning—including capital expenditures and allocation of physical facilities. Faculty shall participate in the planning process for their school/college to ensure the growth of the educational and scholarly potential of the University. The full-time faculty members of a school/college shall have an opportunity to make recommendations on proposals concerning such matters. Where the creation, consolidation, or elimination of departments, institutes, or other academic or research units making up a part of that school/college concern primary faculty responsibility, such as curriculum, subject matter and methods of instruction, research, faculty status, and those aspects of student life which relate to the educational process, the Board of Trustees and President should consider faculty input and clearly communicate the basis for institutional decisions to the faculty. Deans shall consult with the faculty on matters relevant to the academic programs and administration of the unit and be guided by the principle of shared governance (see Section A1.5.3 Deans of Schools and Colleges and Section A2.1 Shared Governance).

A4.2.1 Decanal Priorities, Goals, Objectives, and Resources

Faculty shall be informed of decanal priorities, goals, and objectives at the start of the academic year, accompanied by budget summaries and resource allocations associated therewith. Faculty shall have an opportunity to offer advice and recommendations to the proposed plan to the extent that the proposed plan does not concern matters of primary faculty responsibility. Concerning the priorities, goals, objectives, and budgets for matters of primary faculty responsibility, the Dean should consider faculty input and clearly communicate the basis for institutional decisions to the faculty.

A4.2.2 Decanal Year-End Progress Report

At the conclusion of each academic year, Deans shall provide the faculty with a written report of activities, accomplishments, and impediments related to the original proposed goals and objectives.

Chapter B: Terms and Conditions of Faculty Employment

In addition to the Employee Handbook and applicable stand-alone policies, the Faculty Handbook sets forth the terms and conditions of faculty employment at Howard University. Chapters B, C, D, E, and F of the Faculty Handbook are incorporated into the individual contract of employment of each faculty member.

Faculty members are subject to the Faculty Handbook and to the Employee Handbook. If a provision of the Employee Handbook conflicts with a provision of the Faculty Handbook, the provision stated in the Faculty Handbook shall govern.

Faculty members in the colleges that comprise the Health Sciences who are expected to provide clinical patient services are not only subject to the provisions contained here, but shall also be subject to the provisions set forth in the Howard University Medical Staff Bylaws and, where applicable, in a Faculty Practice Plan. The Howard University Medical Staff Bylaws contain rules, policies, and procedures governing patient services.

No individual faculty member's contract or agreement may supersede the provisions of the Faculty Handbook.

Schools and colleges within the University may promulgate and enforce their own Board-approved Bylaws, which contain their APT criteria, and other policies. Those Bylaws and policies will apply only to faculty members within the particular school/college. The Bylaws and policies must be consistent with the Faculty Handbook. If provisions of an individual school's or college's Bylaws or policies conflict with any provision of the Faculty Handbook, the provisions of the Faculty Handbook shall govern.

For faculty members who are members of a collective bargaining unit, the applicable collective bargaining agreement will provide additional terms and conditions of employment. To the extent that the collective bargaining agreement does not conflict with the Faculty or Employee Handbooks or any other University policy, then all shall govern. If one or more provisions of a collective bargaining agreement conflict with the provisions of either Handbook or a stand-alone policy, then the collective bargaining agreement shall govern.

Section B1: Faculty Rights and Responsibilities

Important principles are associated with the appointment of faculty at Howard University. These principles include academic freedom and responsibility, professional ethics, tolerance, and good citizenship.

B1.1 Academic Freedom and Responsibility

Faculty members are entitled to academic freedom in teaching, research, publication, scholarly activity, assembly, service, and in the generation and transmission of new knowledge.

Academic freedom is defined as follows:

- 1) freedom of inquiry, thought, expression, publication, and peaceable assembly;

- 2) the unrestricted exploration of subjects (including controversial questions), both on and off the campus, in a professionally responsible manner; and
- 3) expression and communication of the widest range of viewpoints, in accord with standards of research integrity, scholarly inquiry and professional ethics, free from internal or external interference or coercion.

Academic discourse frequently involves a strong expression of opinions, including discussion, deliberation, and debate.

The exercise of academic freedom entails correlative duties of professional care when teaching, conducting research and scholarship, performing service, or otherwise acting as a member of the faculty.

Academic freedom in research is exercised in the pursuit of new knowledge, the publication of results, and in the generation of new concepts, theories, and hypotheses. In their exercise of academic freedom in research, faculty should be aware that they are subject to policies, regulations, and guidelines governing research that may be required by the University or by external entities such as government agencies or sponsors. Among these are the University's policies regarding sponsored research, intellectual property, research involving human subjects, research involving animals, academic fraud, scientific misconduct, and hazardous materials. The University has policies on the disposition of intellectual property, which are found in the Howard University Intellectual Property Policy. Faculty should be mindful that the University may have, and may assert, ownership of intellectual property developed by faculty, staff and, in some cases, students. Faculty must be careful not to provide University intellectual property, or their associated rights, to third parties without written permission from the Howard University Intellectual Property Committee. In sponsorship agreements, the University will generally try to retain intellectual property rights, or obtain fair consideration for them.

Academic freedom in the classroom, at scholarly assemblies, or in other learning environments involves the discussion and/or transmission of knowledge and information by faculty to foster in students a mature independence of thought and expression. In these contexts, faculty should be careful that matters introduced into their teaching have a legitimate educational purpose. Students are entitled to an atmosphere conducive to learning and to fairness and respect in all aspects of the teacher-student relationship. Thus, faculty members must ensure that their treatment of students complies with all University policies, rules and regulations, including those regarding equal opportunity, non-discrimination, harassment and mistreatment, and the University's commitment to promoting the educational aspirations and achievements of all students.

Faculty members also have rights common to all citizens, free from institutional censorship or discipline for private activities, except insofar as such actions affect substantially their responsibilities to the University. At the same time, Howard University faculty members are obligated to be accurate, to exercise appropriate restraint, and to show respect for the opinions of others. Each faculty member has the right to criticize and seek alteration of institutional regulations and policies through appropriate means. However, faculty should remember that the public may judge their profession and the institution by their utterances and, therefore, should make clear when they are operating as individuals, rather than speaking on behalf of the University.

A faculty member's exercise of academic freedom does not override the requirement to adhere to all University policies, including those regarding equal opportunity, non-discrimination, harassment and mistreatment; nor shall it affect his or her terms and conditions of employment, including appointment, reappointment, performance evaluations, promotion, career status, and tenure.

B1.2 Professional Responsibility, Ethics, and Conduct

As members of a learned profession and the University community, faculty members, administrators and supervisors have professional responsibility and special ethical obligations. These ethical standards and professional responsibilities are the repository of what experience has revealed regarding how scholars can live together to the best advantage of the academy and the larger community. All faculty members, administrators and supervisors are required to maintain the highest standards of honesty, integrity, professionalism, and ethical behavior and conduct in carrying out their roles and responsibilities as members of the Howard University community.

Faculty members, administrators and supervisors are required to adhere to all local, state, and federal laws and regulations, as well as Howard University policies and procedures. Federal laws relevant to higher education include, but are not limited to, Family Educational Rights and Privacy Act (FERPA), the Americans with Disabilities Act (ADA), the Rehabilitation Act, the Civil Rights Act of 1964, Title IX of the Education Amendments Act of 1972 (Title IX), the Family and Medical Leave Act of 1993, and the National Labor Relations Act. Applicable University policies include, but are not limited to, the Employee Handbook, the Code of Ethics and Conduct, the Equal Employment Opportunity (EEO) policy, the Title VII policy, the Title IX policy, and all other applicable policies listed on the University's policy website. Faculty members, administrators and supervisors must also comply with any codes of conduct or ethics of professional associations or societies to which they belong. These include, but are not limited to, any established code regulated by the Department of Health for those licensed as health professionals in the District of Columbia and any other jurisdiction in which they hold a professional license.

The University will provide appropriate training and educational opportunities regarding compliance with applicable laws, rules, and regulations. Certain training may be mandatory.

Disciplinary actions against faculty members for alleged violations of applicable laws, regulations, and policies must adhere to the grounds and procedures outlined in Chapter E of this Handbook. Actions that aim to adversely affect faculty for matters outside of those specified in this Handbook are prohibited. In addition, actions that sanction faculty through means outside of the guidelines prescribed in Chapter E or that adversely affect a faculty member's terms or conditions of employment, teaching, research, or service are prohibited. Such actions are prohibited because they may penalize faculty for considerations not outlined within this handbook and fail to provide sufficient notice to faculty of the basis for action, avenues for effective communication of concerns and goals, and timely resolution of conflict. Faculty members who are subjected to such actions are advised to seek informal resolution through normal administrative channels or through the Office of the Faculty Ombudsperson. If such steps do not resolve the matter, faculty members with access to the Faculty Grievance process may file a complaint according to the provisions of Section F4 and Section F5 of this handbook.

B1.3 Obligation to Report Known or Suspected Violations

In cases where reporting is required by law, applicable professional or ethics rules, or University policy, proper reporting is required by this Faculty Handbook. Faculty members who serve in administrative capacities are required by this Handbook to report such suspected violations. In other cases, faculty members are encouraged to report violations of any law or policy that has the potential to affect the University adversely to an appropriate administrator. The reporting obligation also extends to violations of regulations designed to ensure the health and safety of the University community. As employees, faculty members are protected by the University's Whistleblower Policy articulated in the Employee Handbook.

B1.4 Tolerance

To maintain a community and campus environment in which all members are treated with respect and decency, Howard University aims to do more than take action against all forms of intolerance specified under applicable laws and regulations. The University desires to maintain an inclusive environment in which the stigmatizing of any member of the University community is discouraged. The University will affirm the dignity of persons with diverse identities, statuses, conditions, and circumstances. To that end, the University will increase awareness and provide educational opportunities to prevent the spread of intolerance and stigmatization and to affirm the value of diversity.

Any member of the community who engages in any form of prohibited discrimination or harassment based on race, color, religion, national origin, sex/gender, sexual orientation, disability, age, gender identity, gender expression, non-conformance with gender stereotypes, appearance, political beliefs, veteran status, family status and responsibilities, marital status, genetic information, unemployment status, or any other characteristic protected by Federal and/or District of Columbia law will be subject to discipline according to applicable University policies. Any person who retaliates against a person who reports an alleged violation or otherwise participates in any investigation regarding an alleged violation, will also be subject to discipline.

B1.5 Good Citizenship

Participation in departmental, school/college, and University activities is vital to the achievement of the educational and research mission of the University. Therefore, faculty members are expected to serve on various University, school/college, and departmental committees and are encouraged to engage in other designated activities where their expertise is needed.

Faculty members are strongly encouraged to attend the University's Opening Convocation, Charter Day, and Commencement Convocations. Faculty members are also encouraged to participate in other departmental, school/college, and University programs and activities.

Section B2: Core Responsibilities: Teaching, Scholarship, and Service

Appointment to the faculty of Howard University carries with it responsibilities for excellence in teaching, scholarship (including research and creative works) and service. Additionally, faculty members have a responsibility to participate in the life and operation of the University and, particularly, the department and school/college of their appointment. Although the final authority

for the conduct of University affairs is vested in the Board of Trustees, the academic judgments, recommendations, and policies of the faculty are central to the University's general educational policy and critical in determining the shape and character of the University as an educational institution.

The mission of Howard University includes the provision of quality education for any student, but especially those students who may not otherwise have an opportunity to acquire an education of the type provided at Howard.

B2.1 Teaching and Related Responsibilities

Faculty members' pursuit of teaching excellence is a life-long commitment and includes the following specific responsibilities:

- 1) To have a firm command of their subjects and keep abreast of new developments in their discipline.
- 2) To employ teaching strategies that promote the learning process and communicate their subjects effectively.
- 3) To instruct classes, conduct clinical sessions (where applicable), and fulfill other instructional responsibilities with students and patients at the scheduled time and place, in a manner consistent with curricular objectives. When an emergency prevents the faculty member from fulfilling these responsibilities, the faculty member must follow the notification procedures applicable to the department and the school/college. When the fulfillment of other approved professional responsibilities (for instance, participating in a professional meeting) creates a conflict, the faculty member should notify students or other affected parties in advance, and make arrangements for substitute instruction or conduct an appropriate make-up session in accordance with the procedures applicable to the department and the school/college.
- 4) To receive appropriate University-approved certification and training and receive approval from the appropriate Department Chair and/or Dean prior to offering or teaching on-line or distance-learning courses.
- 5) To provide each student with a written or electronic copy of the course syllabus or a course guide summarizing the objectives and requirements of the course, the required textbooks or other sources to be used, and the applicable attendance and grading rules.
- 6) To comply with any and all reasonable accommodations provided to students as determined by appropriate University officials in accordance with applicable laws and regulations, including, but not limited to, the ADA, the Rehabilitation Act and Title IX.
- 7) To evaluate all student work with impartiality and complete and submit grades in a timely manner in accordance with the schedule of due dates announced by the Office of the Registrar.

- 8) To avoid discrimination based on race, color, religion, national origin, sex/gender, sexual orientation, disability, age, gender identity, gender expression, nonconformance with gender stereotypes, appearance, political beliefs, veteran status, family status and responsibilities, marital status, genetic information, unemployment status, or any other characteristic protected by Federal and/or District of Columbia law. Faculty members must be sensitive to the harmful consequences of professorial or student conduct that perpetuates stereotypes or prejudices.

Failure to abide by and uphold the specific responsibilities outlined immediately above in this Section B2.1 may result in disciplinary action including, but not limited to, suspension or termination.

B2.1.1 Student Advising

An important component of each faculty member's instructional responsibilities is that of advisor to students, both in the narrow sense of instructor for their class performance and advisor for research projects at the undergraduate or graduate levels and more broadly as a mentor for career plans and larger educational or career goals.

Faculty advisors assist students with virtually all aspects of the academic experience and provide information regarding campus resources as needed. Some of the responsibilities of academic advisors include, but are not limited to, assistance with goal setting, assistance with personal growth and career development (including preparing letters of recommendation), selection of educational program (major, minor, course of study, etc.), monitoring academic progress, clarification of academic and institutional policies, assistance with other academic issues, navigation within the campus environment, and assistance with campus resource identification and utilization.

In performing this advising function, faculty members should make every reasonable effort to ensure that the information they transmit is timely and accurate.

B2.1.2 Office Hours and Availability

Faculty members are required to be available to advise students throughout the academic year. While faculty members should take full advantage of available technology for purposes of advising students, they must also make themselves available on campus for in-person student advising. Faculty members are required to maintain regular office hours throughout the semester, and to list their in-office conference hours on every course syllabus and inform the appropriate staff members of the academic unit of their availability.

Faculty members must also be reasonably available to colleagues for purposes of discussing teaching methods, content of courses, possible topics of scholarship, scholarly work in progress, and other related matters.

B2.2 Scholarship

As members of learned disciplines, faculty members at Howard University have a responsibility to produce original scholarship that advances knowledge. Scholarship may take different forms,

depending on the conventions of the various academic disciplines. In most fields, books, monographs, articles in academic journals, proceedings, and other written communications, with varying conventions regarding style, format, attribution of authorship, and peer review, constitute the chief form of scholarly communication. In certain fields, however, particularly those that focus on design or artistic expression, the products of the intellectual work and the venues in which they are displayed and juried take different forms. Similarly, the advance of knowledge in certain disciplines depends heavily on external sponsorship, in which case scholarship may include submitting grant proposals, fulfilling the terms of sponsored agreements, and communicating the findings in appropriate peer-reviewed research publications.

Proper stewardship of the academic disciplines also requires participation in preparing succeeding generations of scholars, both through dissemination of research results (in the classroom as well as in other appropriate venues) and mentoring future researchers at both the undergraduate and graduate levels.

B2.3 Service

Although many duties within the University are assumed by professional administrators, members of the University faculty retain substantial collective responsibility and authority to provide institutional leadership. Thus, individual faculty members have a responsibility to assume a fair share of that leadership, including participation in departmental and school/college faculty meetings and service on departmental, school/college, and University committees. Also, faculty members are expected to serve the academic, professional, and civic communities with their expertise. Faculty members are expected to fulfill their faculty duties in a professional, timely, and responsible manner.

Faculty members are encouraged to serve as advisors and/or resource persons for student organizations that offer academic, cultural, religious, social and athletic opportunities for experiential learning.

B2.4 Summer Teaching, Research and Routine Responsibilities for Tenure-Line and Non-Tenured Renewable Term Faculty (Excludes Colleges of Medicine, Pharmacy, Dentistry)

B2.4.1 Teaching

Tenure-line and non-tenured renewable term faculty have primary teaching responsibilities during the fall and spring semesters. Such faculty may participate in the University's summer instructional program with compensation with the approval of the Department Chair, the Dean, and the Provost. Non-appointment or non-assignment of courses during the summer term is not grievable.

B2.4.2 Sponsored Research

Tenure-line and non-tenured renewable term faculty may receive compensation, in addition to their institutional base salary, from both internally funded and externally sponsored research projects during the summer under applicable guidelines of the University and the respective sponsoring agencies. Compensation from externally sponsored projects is governed by the University's Institutional Base Salary Policy and the faculty member's annual Institutional Base Salary letter.

B2.4.3 Routine Responsibilities

Tenured faculty, and tenure-track and non-tenured renewable track faculty members with multi-year appointments, do not experience a break in employment during the summer. Therefore, all such faculty are expected to complete required and routine faculty responsibilities during the summer, such as APT committee duties for tenured faculty, faculty performance evaluation review tasks, mandatory University trainings, and participation in University inquiries or investigations.

B2.5 Evaluation of Faculty Performance

Faculty are evaluated using a variety of criteria in the areas of teaching, research, and service, as determined by the nature of the faculty appointment, the school/college Bylaws that contain the APT Criteria of the school/college, the Faculty Handbook, the President and the Board of Trustees. Each school/college must adopt Faculty Performance Evaluation System (FPES) criteria and guidelines that are used to conduct a regular performance review of all full-time and part-time faculty members. These performance reviews are intended to promote faculty development. In addition, such performance reviews may be used to provide guidance when determining whether a faculty member will be recommended for reappointment, promotion, career status, or tenure, but they may not substitute for the procedures described in Section C2 Appointment, Reappointment and Search Procedures and Chapter D.

Besides receiving ongoing, informal mentoring, every full-time faculty member holding a tenured, tenure-track, non-tenured renewable term, or temporary appointment will be formally evaluated at a minimum of every two (2) years. However, most schools and colleges conduct such evaluations on an annual basis so that faculty members may regularly receive feedback on their performance. These faculty evaluations are designed to:

- 1) provide a basis for counseling and advisement with respect to faculty development;
- 2) establish a comprehensive record regarding areas of growth and development over time;
- 3) establish goals and objectives for the succeeding evaluation period; and
- 4) provide a basis for awarding faculty compensation increases.

Before the start of each academic year, the Department Chair (or the Dean, in schools and colleges without departments), in consultation with each individual faculty member who holds a probationary, non-tenured renewable term, career-status, or tenured appointment, determines the workload assignment distribution and related goals and objectives for each faculty member, including the assignment of teaching responsibilities. If the faculty member objects to the workload assignment, the faculty member may appeal to the Dean in accordance with the Faculty Workload Policy. Responsibility for identification of the specific graduate students for whom a faculty member will serve as the thesis/dissertation advisor is delegated to the faculty member. For each part-time and full-time temporary faculty member, the Department Chair decides on the particular workload composition that is assigned.

In preparation for the end-of-year evaluation, the Provost shall announce the FPES deadlines for the academic year. Each faculty member will then utilize the University's electronic FPES management system to (1) update his/her faculty activities, (2) complete a self-evaluation, and (3) submit the self-evaluation to the Department Chair (or the Dean in the Schools of Divinity, Law, and Social Work) by the announced deadlines. Next, the Department Chair (or Dean) will review the faculty member's performance in the electronic FPES management system with the performance evaluation rubric that has been approved by the school or college. Upon completion of his/her review, the Department Chair (or Dean) will meet with the faculty member to discuss the evaluation results. The faculty member will be required to sign the evaluation in the electronic FPES management system to indicate that he/she has received and examined it; if the faculty member is unavailable to sign, then a suitable acknowledgement of receipt within the system will suffice.

When a faculty member disagrees with the evaluation results in part or whole, the faculty member may provide a written statement of rebuttal within the system, explaining the reasons for agreement or disagreement with one or more parts of the evaluation results. This written statement will be included along with the other evaluation materials that move forward to the Dean.

B2.6 Outside Commitments and Conflicts

The University recognizes that faculty members may desire to engage in outside consulting, employment or business activities. However, any such activities must avoid creating a potential or apparent conflict of interest and/or commitment with the faculty member's University employment. A conflict of interest and/or commitment exists when a faculty member's outside activities would compromise the faculty member's ability to perform his/her employment duties because the activities risk interfering with his/her primary duties for the University. Due to the concurrent commitments of core faculty responsibilities, including teaching, student advising, scholarship and service, the University does not permit tenure-line faculty to concurrently hold tenure-line faculty positions at other institutions.

Before the start of each academic year, full-time faculty members who have outside consulting, employment, or business interests must disclose such outside consulting, employment, or business interests.

Part-time faculty members who are engaged in externally sponsored research projects on behalf of the University are required to disclose any potential conflicts of commitment, obligation, or interest resulting from any non-University employment, consulting, or business interests.

Faculty members will submit their disclosure statements to the Department Chair (or, in schools that do not contain departments, to the academic Associate Dean) who will communicate any questions or concerns to the submitter. If these questions are not resolved, the matter is to be submitted to the Dean, who, in turn, may refer the matter to the Provost and, if necessary, to the Chief Financial Officer or the General Counsel. In cases where the University deems that a disclosed external activity constitutes a conflict of interest or a conflict of commitment, an appropriate administrative officer will communicate that finding to the faculty member in writing in a timely manner.

Responsibility for preventing conflicts lies primarily with individual faculty members. Thus, faculty members whose situations materially change during the academic year or who believe they face actual or potential conflicts of interest or commitment are required to initiate discussion of the circumstances with an appropriate administrator as soon as they know or have reason to believe such a conflict exists.

A faculty member should not use University resources, such as support services, students, or supplies, for the gain or benefit of an outside enterprise. Limited use of these resources, however, may be made for service to professional societies in one's discipline and in connection with nonpartisan public service. In addition, faculty may use office space and equipment assigned for their individual use, but they must avoid using their office in a manner that could suggest University affiliation with their outside enterprise. For the same reason, faculty are not to use University letterhead for communications connected with their outside employment, consulting, or other business interests. All faculty members are subject to the University's Financial Conflict of Interest in Research Policy.

All faculty members are subject to Section 9.05 of the Employee Handbook (and any future revisions or amendments thereto) regarding employment of relatives.

A faculty member's failure to provide the required information or otherwise abide by the conditions of this portion of the Faculty Handbook, including taking action required by the Provost or other University official to eliminate a conflict of commitment, obligation or financial interest, may result in disciplinary action, up to and including termination.

B2.6.1 Political Activity

The Internal Revenue Code imposes limitations on tax-exempt organizations, such as Howard University, relating to any attempt to influence legislation or to participate or intervene in political campaigns on behalf of candidates seeking public office.

Although every member of the academic community has a right to participate in the political process as he or she sees fit, no member of the community should speak or act in the name of the institution in a political campaign.

Faculty members shall observe the following principles when planning and engaging in political activities that might either directly or indirectly involve the University:

- 1) Faculty speaking at University sponsored events and in official University publications may make comments regarding candidates for public office, provided it is clear that any such comments represent their personal views and are not the views of the University.
- 2) Faculty who wish to participate in campaign activities may do so in their individual capacities outside the course of their regular work and responsibilities for the University and in a manner that does not interfere with the fulfillment of these responsibilities.
- 3) Faculty may not utilize University resources in support of one or more candidates for public office. University resources include, but are not limited to:

- The Howard University name, seal or marks
 - University files, directories, databases, mailing lists or donor rolls
 - University buildings and facilities, including offices and University addresses
 - University students or employees, such as administrative staff
 - University funds
 - University website, email addresses, social media accounts, listservs and campus mail
 - University-provided office supplies and equipment, such as letterhead, printers and copiers
 - University publications.
- 4) Faculty should use their Howard University title or position only for identification purposes.
 - 5) Faculty who participate in campaigns for candidates for public office should do so off-campus, should not use the University name in connection with such activity, and should not state or suggest support from or sponsorship by the University.
 - 6) Faculty who wish to make or solicit contributions to candidates should do so outside the course of their regular work and responsibilities for the University, without using University resources, and without using the University name or suggesting any support or endorsement by the University.
 - 7) Faculty should refrain from soliciting contributions or other support for candidates from students or employees whom they supervise.
 - 8) With respect to campus appearances of political candidates:
 - Faculty may not provide any candidate or his/her representative with an on-campus forum to promote his or her candidacy unless an equal opportunity is provided to other candidates.
 - Faculty may invite several candidates for the same office to speak on a broad range of issues at a public forum, but must explicitly state that the University does not endorse or oppose any particular candidate, and provide an unbiased forum for the exchange of ideas between candidates.
 - Faculty should take care to avoid the appearance of partisan support with respect to any invitations they may extend to candidates to speak at the University.

More elaborate guidelines, which were developed under the auspices of the American Council on Education to assist universities in complying with the applicable provisions of the Internal Revenue Code, may be found on the American Council on Education's website.

Questions about the application of these guidelines should be addressed through the Provost to the Office of the General Counsel.

B2.6.2 Nepotism

Faculty members may not serve as administrators or supervisors of their immediate family members or participate in decisions providing a direct benefit to these persons. Decisions in which familial relationship precludes participation include initial appointment, reappointment, promotion, award of career status, award of tenure, employment on grants and contracts, termination, salary, merit pay, leave of absence (including all of the types of leave described in Section B3.3 Faculty Leave and Procedures Associated with Various Types of Leave) and any other personnel matters. (Immediate family member shall mean spouse, sibling, parent, grandparent, child, and grandchild. All relationships are included, whether full-, half-, step-, foster, adopted, or in-law.)

There may be other situations in which familial relationship could interfere with objectivity or cast doubt on the objectivity of a decision. Faculty members are expected to recognize such situations and discuss them with the appropriate Dean, who will determine what action is necessary, if any, to resolve the matter and inform the interested parties in writing.

Section B3: Faculty Salary, Benefits, and Leave

B3.1 Salary

At the point of hire, and each year thereafter, each faculty member is informed of his or her annual salary, which is the compensation that Howard University pays for his or her professional services during the year. Additional details may be found in the University's Institutional Base Salary Policy.

B3.2 Benefits

Like other universities, Howard University offers an array of benefits designed to attract and retain faculty members and staff who assure the integrity and high quality of academic programs at every level: undergraduate, graduate, and graduate-professional. These benefits typically fall into three categories: (1) those that are mandated by national or local law or government regulations, which may include workers' compensation and unemployment compensation; (2) those for which the University contracts with third-party vendors, which may include health insurance, short-term and long-term disability benefits, life and accidental death and dismemberment insurance, long-term care insurance, a group legal services plan, and retirement plans; and (3) those provided and administered directly by the University, which may include flexible spending accounts, an employee assistance program, parking, and tuition remission. Specific information about benefits plans and options is available from the Office of Human Resources.

B3.2.1 Tuition Remission

The University offers remission for University tuition to all eligible employees, including faculty members. Tuition remission is offered to faculty members consistent with the terms and conditions of the Board-approved Tuition Remission Policy and the Employee Handbook. Further details respecting eligibility, benefits, and application procedures may be obtained from the Office of Human Resources.

B3.3 Faculty Leave and Procedures Associated with Various Types of Leave

A leave is an approved absence whereby a faculty member or a member of the administration who holds faculty rank is granted approval to be absent from his/her regular duties. A leave with pay means that the University pays all or a part of the person's salary and fringe benefits; a leave without pay means that the University does not pay any part of the faculty member's regular salary or fringe benefits. If and when a faculty member returns from an approved leave of absence, previously earned benefits and seniority are not lost.

B3.3.1 Sabbatical Leave

Howard University recognizes the need for tenured faculty members to acquire new experiences to enrich their teaching or to secure uninterrupted time for research and writing, and, therefore, supports the principle of sabbatical leave. The University desires to encourage professional growth and increased competence and productivity among tenured faculty members by subsidizing significant research, creative work, or other worthy projects.

B3.3.1.1 Eligibility

Any tenured faculty member, including one serving in an administrative position, who has served full time for six (6) or more years at Howard University, is eligible for consideration for a sabbatical leave. Subsequent sabbatical leaves may be applied for after each six (6) year interval of full-time service.

B3.3.1.2 Term and Compensation

The normal level of salary support shall be the faculty member's regular salary for one semester of sabbatical leave. In cases where a tenured faculty member is on sabbatical leave for one (1) academic year, the University's salary support shall be one half of the faculty member's annual salary. Salary raises and benefits, if any, will not be withheld by reason of the sabbatical leave, and both the University and the faculty member will continue to maintain the faculty member's benefits (if any) at the same premium and/or contribution levels according to applicable University policy (e.g., retirement account, group life insurance, health and disability insurance, and tuition remission benefits).

A tenured faculty member approved for sabbatical leave may also apply for an additional fellowship or grant from an appropriate source for the sabbatical period. If the University's salary support together with external support, and minus all reasonable expenses related to the sabbatical project, shall total more than the faculty member's salary during the sabbatical period, then the University will reduce its salary support by the amount that exceeds the salary during the sabbatical period. (For example, if a faculty member approved for a one-semester sabbatical leave secures external fellowship funds that cover one-quarter of that semester's salary, then the University would pay the remaining three-quarters of that semester's salary).

The tenured faculty member will remain responsible for timely payment of premiums and/or contributions to maintain University benefits in accordance with applicable University policy, including in the event that a faculty member declines to receive salary support from the University

during a sabbatical period. Also, whether or not a faculty member receives salary support from the University during a sabbatical period does not affect the faculty member's obligations in Section B3.3.1.4 Obligations of Sabbatical Leave Recipients.

B3.3.1.3 Application Procedures

To initiate a request for sabbatical leave, a tenured faculty member must submit a formal written application. For academic units with departments, the application is submitted to the Department Chair. Since the full-time departmental faculty may be expected to assume the teaching load of the tenured faculty member on sabbatical leave, the Department Chair, in consultation with the departmental Executive Committee, will forward to the Dean a recommendation that includes a statement of departmental plans in this regard.

For academic units without departments, the application is submitted to the Dean (or the Dean's designee) or to the committee designated by the school's Bylaws. The committee will forward to the Dean a recommendation that includes a statement of the academic unit's plans to cover the teaching responsibilities of the tenured faculty member on sabbatical leave.

The Dean, upon receipt of the sabbatical leave application, shall evaluate the proposal for its professional worth and its overall value to the tenured faculty member and the University. The Dean shall forward his/her recommendation to the Provost, who shall in turn make a recommendation to the President in light of the total needs and financial situation, curriculum and business needs of the University. The decision of the President is final.

Applications for sabbatical leave commencing with the fall semester must be submitted on or before March 1; and applications for sabbatical leave commencing with the spring semester must be submitted on or before September 1. The deadlines permit the application file to be considered by the department, Dean, Provost and President and arrangements to be made to cover the tenured faculty member's courses and other duties.

A sabbatical leave is not an automatic right upon completion of the required period of service. The project for which leave is requested must be beneficial both to the tenured faculty member and the University. Sabbatical leave requests to permit a tenured faculty member to pursue an academic degree will not be approved.

B3.3.1.4 Obligations of Sabbatical Leave Recipients

The recipient of a sabbatical leave is required to:

- 1) Make every reasonable effort to fulfill the terms of the sabbatical leave.
- 2) Return to the University for a minimum of one (1) academic year following completion of the sabbatical leave. If the faculty member does not return to the University for at least one academic year after completing the sabbatical leave, he or she is required to repay the salary paid by the University during the time of sabbatical leave.

- 3) File a report on the results of the sabbatical leave project with the Department Chair, Sabbatical Leave Review Committee, Dean, and the Provost within 30 days of the beginning of the semester in which the faculty member returns to the University.

Faculty attendance at departmental, school, or college committee meetings while on sabbatical leave is governed by the Bylaws of the school or college. If these Bylaws are silent, attendance at these meetings is at the discretion of the tenured faculty member on sabbatical leave.

B3.3.2 Medical, Family, and/or Disability Leave

Faculty members are eligible to participate in the medical, family and/or disability leave programs offered to University employees. This leave may include DC FMLA and/or federal FMLA, or leave granted as a reasonable accommodation pursuant to the ADA. Additionally, wage replacement benefits may include the District of Columbia's Paid Family Leave program, short-term disability, or long-term disability. Further details regarding eligibility, benefits, and application procedures are contained in the Employee Handbook, or may be obtained from the Office of Human Resources.

B3.3.2.1 Faculty Sick Leave

Faculty are eligible for paid sick leave. Full-time faculty are front-loaded thirty (30) days of sick leave per calendar year. Part-time faculty are front-loaded eighty (80) hours of sick leave per calendar year. The faculty member is expected to notify the Department Chair (or Dean) in advance, if possible, and assist in arranging for a temporary replacement. Detailed information regarding eligible uses for sick leave, requests and documentation is contained in the Employee Handbook, or may be obtained from the Office of Human Resources.

B3.3.2.2 Receiving Pay During FMLA Leave

Leave under the DC FMLA and/or federal FMLA is unpaid. Faculty members may apply available faculty sick leave to the leave period. Once sick leave is exhausted, requests for leave with pay for up to one month may be authorized by the Dean. Requests for leave with pay beyond one month must be recommended by the Dean and approved by the Provost. Such approval is contingent upon review of the relevant medical documentation by the Office of Human Resources and the Dean's assessment of relevant circumstances, such as the instructional unit's ability to make reasonable accommodations.

B3.3.2.3 Long-Term Leave

If the full-time tenured or probationary tenure-track faculty member or a faculty member in one of the Board-approved categories of non-tenured renewable term appointments is unable to perform all or a substantial part of the faculty member's duties for a significant period of time because of a documented medical disability for which there is not an effective reasonable accommodation (which does not impose an undue hardship on the University) to permit the faculty member to perform the duties, the faculty member may request leave according to the existing benefits plan available to University employees concerning long term medical disability. This may, upon the approval of the Dean and, when required, the Provost, include leave as provided for in Section

B3.3.2.2 Receiving Pay During FMLA Leave. In addition to the University-wide benefits and leave as provided for in Section B3.3.2.2, such a faculty member may also request leave without pay (a) for up to two (2) academic years or (b) until such time as the faculty member may be able to resume normal duties, whichever period is shortest.

If the faculty member does not request leave or if any approved period of leave has expired and the faculty member continues to be unable to perform his/her regular duties, the appropriate Dean will initiate a recommendation to terminate the faculty member's employment, after taking the following steps: The Dean will consult with the faculty member and inform him/her of the basis for the proposed action. The faculty member will be afforded an opportunity to respond and present his/her position. The Dean shall forward any recommendation for termination on medical disability grounds to the Provost, who, in turn, shall forward the file, together with his/her own recommendation, to the President and Board for final action. Before the Provost forwards the case to the President, faculty members who have access to the Faculty Grievance process may grieve the recommendation for termination due to medical disability. The Provost shall notify the faculty member that he or she has two weeks from receipt of the Provost's communication to submit a request for FGC review using the procedures provided in Section F2 related to other types of termination.

In the event that a faculty member who is not eligible for the above Section F2 benefit is unable to perform all or a substantial part of his/her duties for a significant period because of medical disability, despite reasonable accommodation, the University may terminate the appointment prior to the end of the contract period. The decision to terminate will be reached only after the faculty member has been informed in writing of the basis for the proposed action and allowed an opportunity to respond (in person and/or in writing) to both the Dean and Provost with respect to the recommendation to terminate.

B3.3.3 Family Medical Leave

Faculty members may be eligible for leave under the ADA, FMLA, DC FMLA and/or to short-term, extended, or long-term benefits as required by law and as provided by University plans. Additional information on family medical leave is available in the Employee Handbook and from the Office of Human Resources.

B3.3.4 National Service Leave

Faculty members are provided with national service leave consistent with the terms of the Employee Handbook. Additional information regarding national service leave is available from the Office of Human Resources.

B3.3.5 Civic Duty Leave

Faculty members are provided with leave for the performance of civic duties consistent with the terms of the Employee Handbook. Additional information regarding leave for performance of civic duties is available from the Office of Human Resources.

B3.3.6 Unpaid Leave of Absence

A full-time faculty member may submit a written application for leave without pay. The application must be made in advance of taking such leave, preferably by April 1 for a leave commencing the following fall semester or by September 1 for a leave commencing the following spring semester. In schools with departments, leave applications require a recommendation from the Department Chair. Before making a recommendation, the Department Chair may consider the following:

- 1) whether the individual contributed to the department and the University in such a positive way that the department wishes to encourage his/her return as a faculty member after completion of the leave period; and
- 2) whether it is possible to obtain an effective teaching replacement for the period of the leave without pay.

The Department Chair will make a written recommendation in light of these considerations and forward it, together with the faculty member's application, to the appropriate Dean who will in turn transmit the package, along with his/her own recommendation, to the Provost. The Provost will then make a recommendation and submit the entire package to the President for final decision. In schools without departments, the initial application is made to the Dean for recommendation or in accordance with the school's Bylaws. If the Dean's recommendation is negative, the Provost will give the applicant an opportunity to justify the request before forwarding the matter to the President.

The term of such leave usually will not exceed two (2) consecutive years.

The University will not pay fringe benefits to faculty members while they are on unpaid leave. However, the faculty members may arrange to maintain coverage through personal contributions by making arrangements with the Office of Human Resources. When faculty members return from unpaid leave, their salaries may be adjusted to include general salary increases that may have been given during the time of the leave.

Chapter C: Types of Faculty Appointments, Appointment and Reappointment Procedures, Resignation, Retirement, and Separation of Faculty Due to Financial Exigency

Section C1: Types of Faculty Appointments

Faculty members at Howard University hold appointments in one of three broad categories: (1) tenure-line faculty, defined as tenured and probationary tenure-track faculty; (2) faculty serving in non-tenured renewable term (NTRT) appointments; and (3) temporary faculty.

Certain academic ranks (or titles) apply in each of these categories. The tenured faculty of the various academic units of the University must develop criteria for evaluating candidates who seek appointment to faculty positions at each of the ranks. The Dean of the school/college in which the academic unit is administratively located will certify to the Provost that these criteria are consistent with the Board-approved Bylaws containing the Appointment, Promotion, and Tenure (APT) criteria for the school/college. Where applicable, a program may require national professional board certification for initial appointment or promotion to any rank.

Certain appointment terms apply in each of the three categories as well. For example, probationary tenure-track initial appointments are for three (3) years at the rank of Assistant Professor, with term limits of seven (7) years. Probationary tenure-track initial appointments are for four (4) years at the rank of Associate Professor, with term limits of five (5) years. Probationary tenure-track initial appointments are for three (3) years at the rank of Professor, with term limits of three (3) years. Appointments in an NTRT faculty track range from one (1) to five (5) years depending on the rank in accordance with the Board-approved Bylaws of the school/college of the appointment. Temporary faculty members, including part-time (Adjunct, or Affiliate, i.e., WOC) faculty and full-time temporary faculty, are appointed on terms not to exceed one (1) year.

A detailed description of the tenure-line faculty category is given in Section C1.1, the NTRT category is described in Section C1.2, and the temporary faculty category is described in Section C1.3. Specifically, these sections describe the ranks, qualifications, term, and, where applicable, other provisions for the three categories in which faculty members at the University hold appointments. Special academic titles that may be awarded to temporary faculty are described in Sections C1.3.4 and C1.3.5, and special academic titles that may be awarded to other faculty are described in Section C1.4. The administrative location of faculty appointments is described in Section C1.5. Finally, joint faculty appointments are described in Section C1.6.

C1.1 Tenure-Line Faculty

The tenure-line faculty category includes the tenured faculty and the probationary tenure-track faculty.

C1.1.1 Tenured Faculty

Tenured faculty are senior faculty members whose records of achievement in their fields, as determined by peers, administrators, and external reviewers, have merited the award of indefinite tenure by the Board of Trustees of the University. Tenured faculty members typically hold the rank

of Associate Professor or Professor. Although persons may be awarded tenure upon initial appointment at either of these two ranks, the award of tenure typically results from career advancement, whereby a probationary Assistant Professor is promoted to Associate Professor with tenure.

A faculty member who has been awarded indefinite tenure has a continuous appointment made by the Board of Trustees that extends to retirement, death, or resignation, subject only to termination for just cause, financial exigency, or program elimination and then only according to the guidelines specified in the Faculty Handbook. In instances where a program is eliminated, every reasonable effort shall be made to find another suitable position for the tenured faculty member within the University. Departmental transfers may be made, if mutually acceptable, and the President (or the President's designee) will work with the affected parties to achieve an agreeable accommodation. Faculty retraining may be provided if such retraining will prepare the tenured faculty member to perform duties associated with another University position within a reasonable period of time. Tenured faculty members meeting age and service requirements, as determined by the Board of Trustees, will be given the option to retire early.

Tenure is awarded only by the Board of Trustees of the University, upon the recommendation of the President, who is guided by the judgment of the tenured faculty review committees and administrators in the prior levels of APT review. No faculty member shall receive tenure by default or by merely serving in a position for the maximum probationary period.

C1.1.2 Probationary Tenure-Track Faculty

Probationary tenure-track appointments have term limits that vary by rank: for probationary Assistant Professors on the tenure track, seven (7) years; for probationary Associate Professors on the tenure track, five (5) years; for probationary Professors, three (3) years. Probationary faculty members holding those ranks are generally appointed to initial terms of three (3) years for Assistant Professors, four (4) years for Associate Professors, and three (3) years for Professors. Probationary Assistant Professors may be appointed to a second three-year term prior to the required sixth-year review for tenure and promotion. The terms of this Handbook shall become effective immediately upon adoption.

Certain types of leave, such as leaves of absence for professional development, shall be included in the total time counted towards the probationary period. However, other types of leave, as described in Section D2.4 Tenure Clock Extensions, enable the tenure clock to stop for up to one year, with a corresponding extension of the probationary period.

C1.1.3 Tenure-Line Faculty Ranks

C1.1.3.1 Professor (Tenured)

C1.1.3.1.1 Qualifications

Professor is the University's highest academic rank. The holder of this faculty rank is a recognized scholar who has a cumulative and sustained record of excellence in teaching, scholarship (including peer-reviewed research publications or peer-reviewed exhibits of creative work in

disciplines where this type of peer-reviewed scholarship is the norm), and service appropriate to the discipline.

C1.1.3.1.2 Term

Tenured Professors hold indefinite tenure.

C1.1.3.2 Professor (Probationary)

C1.1.3.2.1 Qualifications

Appointment to the faculty rank of Professor (probationary tenure-track) is made to a person who meets nearly all criteria in his or her discipline for an appointment as Professor with tenure, and who is expected to meet all criteria over a very short probationary period.

C1.1.3.2.2 Term

Initial appointments at the rank of probationary Professor are three (3) years. A probationary Professor is to be reviewed for tenure during the second year of probationary status. In the event that tenure is not awarded, the third year is the terminal year.

C1.1.3.3 Associate Professor (Tenured)

C1.1.3.3.1 Qualifications

Appointment to the faculty rank of tenured Associate Professor is made only to a person whose past record of professional accomplishment in the areas of teaching, scholarship, and service merits the award of indefinite tenure and whose continuing work in those areas is expected to lead to appointment to the faculty rank of Professor.

C1.1.3.3.2 Term

Tenured Associate Professors hold indefinite tenure.

C1.1.3.4 Associate Professor (Probationary)

C1.1.3.4.1 Qualifications

Appointment to the faculty rank of Associate Professor (probationary tenure-track) is made to a person whose professional credentials meet certain, but not all, criteria in his or her discipline for an appointment as Associate Professor with tenure, but whose record of achievement demonstrates the personal and intellectual qualities that, with increased development, are expected to meet the minimum requirements for an award of tenure over a short probationary period and, at an appropriate later date, to appointment as full Professor.

C1.1.3.4.2 Term

Initial appointments at the rank of probationary tenure-track Associate Professor are usually made for four (4) years. A probationary tenure-track appointment at the rank of Associate Professor may not exceed five (5) years. A probationary tenure-track Associate Professor is to be reviewed for tenure during (if not before) the fourth year of probationary status. In the event that tenure is not awarded, the fifth year is the terminal year.

C1.1.3.5 Assistant Professor (Probationary)

C1.1.3.5.1 Qualifications

Appointment to the faculty rank of probationary tenure-track Assistant Professor is made to a person who has completed the final earned degree and other professional certification(s) relevant to the discipline, and who has demonstrated potential for achieving promotion to higher faculty ranks. Appointment to this rank provides a period during which the faculty member has an opportunity to confirm his or her interest in the broad scope of faculty responsibilities (including teaching, scholarship, and service) and one during which tenured faculty may assess the promise of the faculty member to fulfill those responsibilities.

C1.1.3.5.2 Term

Initial appointments at the rank of probationary tenure-track Assistant Professor are usually made for three years. During the third year, the faculty member is to undergo a pre-tenure review as part of the process of reappointment for a second three-year term. The pre-tenure review follows the same procedure as that outlined in Chapter D for the tenure review, but with a special emphasis on identifying what aspects of expected performance require strengthening prior to the mandatory sixth-year tenure and promotion review and without the requirement for external reviewers. Under normal circumstances, the probationary period for tenure-track Assistant Professors will include appointment to a second three-year term. However, in instances where the faculty member fails to satisfy even the minimum performance requirements of progress toward tenure, reappointment may be denied. The maximum probationary period for tenure-track Assistant Professors is seven (7) years. In the event that promotion and tenure are not awarded at the end of the sixth year of probationary status, the unsuccessful candidate is given a terminal one-year appointment as Assistant Professor, after which unsuccessful candidates may not be reappointed to a full-time faculty position at the University.

C1.1.3.6 Instructor (Probationary)

The title of probationary tenure track Instructor is used for a person who the University intends to appoint as a probationary tenure track Assistant Professor, but who has not yet completed all the requirements of the expected terminal degree or other academic prerequisites identified in the school's/college's Board-approved criteria for appointment as an Assistant Professor. Time spent in this rank shall be counted as part of the probationary period for tenure. Probationary tenure track Instructor appointments shall be limited to a period of one (1) year. The probationary period for tenure shall not exceed a total of 7 years of full-time service. Tenure is not awarded to faculty in the Instructor or Assistant Professor rank. Probationary tenure track Instructor appointments shall

be limited to a period of one (1) year, nonrenewable. The expiration of the probationary tenure track Instructor appointment is final, and not subject to any reconsideration or grievance procedure. The provisions regarding non-reappointment in Section C2.4 do not apply to probationary tenure track Instructors. Upon successful completion of the terminal degree or other prerequisite before or by the expiration of the Instructor appointment, the Instructor shall receive a two-year appointment as Assistant Professor (probationary tenure track).

C1.1.3.6.1 Other Provisions

The initial appointment letter shall identify any requirements (e.g., completion of the expected terminal degree) that must be completed during the one-year appointment as probationary tenure track Instructor.

C1.2 Non-Tenured Renewable Term (NTRT) Faculty

The Board of Trustees has approved recommendations submitted by the Deans and tenured faculties of various schools and colleges to create categories of faculty appointments to accommodate specific instructional needs. Non-tenured renewable term (NTRT) faculty appointments do not grant, and they are not eligible for, tenure. Moreover, they also differ in nature from both tenured and temporary faculty appointments. These appointments complement, but do not supplant, tenured and tenure-track faculty lines in the affected academic units and programs.

Subject to the provisions of the Board-approved APT Criteria for the respective schools and colleges contained in their Bylaws, faculty members may be recommended for initial appointment to one of the approved categories of NTRT appointments. A school or college may initiate or seek modification to these APT Criteria through the procedures described in Section A2.2.

The terms of appointment for the respective NTRT faculty categories range from one (1) to five (5) years, as described below. At the expiration of each term and upon satisfactory fulfillment of his or her responsibilities, the faculty member may be recommended for reappointment until retirement, resignation or death. Faculty members holding NTRT appointments may be terminated during the term of their appointment for just cause, program elimination, or financial exigency, with the same rights of access to the Faculty Grievance process that tenured and probationary tenure-track faculty members enjoy in accordance with Section C5.5. Copies of the Bylaws containing the APT Criteria for schools and colleges with NTRT appointments are available from the respective Deans.

C1.2.1 Career Status

The NTRT faculty members whose academic responsibilities chiefly consist of classroom instruction may be recommended for a probationary career status appointment, and upon satisfactory completion of a probationary period, may be recommended for the award of career status. Career status is awarded only by the Board of Trustees of the University upon the recommendation of the President, who is guided by the judgment of the tenured faculty review committees and administrators in the prior levels of APT review. A faculty member who is granted career status will be evaluated every 3-5 years, according to criteria (contained in the Board-approved Bylaws and APT criteria) developed by the tenured faculty of the school or college of

which he/she is a member. Persons who meet the criteria may be recommended for reappointment. Faculty members who hold career status may be reappointed until they leave the University voluntarily (e.g., through retirement or resignation) unless terminated for medical reasons (see Section B3.3.2.3 Long-Term Leave), just cause, financial exigency, program elimination, or a recommendation for nonrenewal by the APT committees, Department Chair, and the Dean. There shall be no career status by default, or by the mere serving of the maximum probationary period.

C1.2.2 Career Track Appointments

Career track appointments are for faculty members whose responsibilities chiefly consist of classroom instruction and engaging in the Scholarship of Teaching and Learning (SOTL), which includes (a) staying current with SOTL research, (b) conducting original SOTL research, and (c) disseminating SOTL findings in peer-reviewed publications.

C1.2.2.1 Ranks

Qualified persons may be appointed to the ranks of Lecturer (probationary), Senior Lecturer (career status), Principal Lecturer (career status), Instructor (probationary), and Instructor (career status).

C1.2.2.1.1 Lecturer (Probationary)

Appointment to the faculty rank of Lecturer (probationary career status track) is made to a person who possesses appropriate academic or professional qualifications, including a terminal degree appropriate to the discipline; demonstrates promise of excellent teaching; and demonstrates high potential for: (a) becoming accomplished Scholarship of Teaching and Learning (SOTL) scholars who utilize their SOTL findings to continuously improve their teaching and disseminate their SOTL work in peer-reviewed publications, and (b) ultimately achieving promotion to higher career status faculty ranks.

The Board-approved Bylaws and APT Criteria established by the tenured faculty of the schools and colleges contain additional details. In addition, for Lecturers (probationary career status track) who are members of a collective bargaining unit, their respective CBA contains additional terms and conditions of employment and additional details regarding qualifications.

C1.2.2.1.2 Senior Lecturer (Career Status)

Promotion to the faculty rank of Senior Lecturer (career status) is made to a person who possesses appropriate academic or professional qualifications, including a terminal degree appropriate to the discipline, has achieved excellence in teaching and in the conduct of SOTL and has demonstrated promise for continued achievement in teaching and in the conduct of SOTL.

The Board-approved Bylaws and APT Criteria established by the tenured faculty of the schools and colleges contain additional details. In addition, for Senior Lecturers (career status) who are members of a collective bargaining unit, their respective CBA contains additional terms and conditions of employment and additional details regarding qualifications.

C1.2.2.1.3 Principal Lecturer (Career Status)

Promotion to the faculty rank of Principal Lecturer (career status) is made to a person who possesses appropriate academic or professional qualifications, including a terminal degree appropriate to the discipline, has achieved a sustained record of exceptional teaching and SOTL achievement, and has demonstrated promise for continued achievement in teaching and the conduct of SOTL.

The Board-approved Bylaws and APT Criteria established by the tenured faculty of the schools and colleges contain additional details. In addition, for Principal Lecturers (career status) who are members of a collective bargaining unit, their respective CBA contains additional terms and conditions of employment and additional details regarding qualifications.

C1.2.2.1.4 Instructor (Probationary)

C1.2.2.1.4.1 Qualifications

Appointment as an Instructor (probationary career track) is made to a person who holds appropriate academic or professional qualifications, including a terminal degree appropriate to the discipline, and gives promise of excellent teaching in the discipline. A probationary career track Instructor is expected to be able to plan and conduct courses with little or no supervision. The probationary career track Instructor's chief responsibility consists of classroom instruction. The Board-approved Bylaws and APT Criteria established by the tenured faculty of the schools and colleges contain additional details.

C1.2.2.1.4.2 Term

Probationary career track Instructors may be appointed for one (1), two (2), or three (3) years, in accordance with the Bylaws and APT Criteria established by the tenured faculty of their school/college. They are appointed (and reappointed) based on their demonstrated success in classroom instruction in the discipline. After at least three years of probationary service (the exact maximum probationary period may range from three to six years, and shall be as specified in the Bylaws and APT Criteria established by the tenured faculty of their school/college), a probationary career track Instructor who meets the criteria for career status established by the tenured faculty of the school or college in which he/she is a member of the faculty may be recommended to be awarded career status. The home department (or, in schools that are not organized into departments, the school) will initiate the recommendation and forward it through the conventional APT review and approval process involving the department (where applicable), school or college, the Provost, the President, and, ultimately, the Board of Trustees. Probationary Instructors who are not approved for career status may not serve more than seven (7) years in full-time status.

C1.2.2.1.4.3 Other Provisions

Probationary career track Instructors may apply for and be recommended for appointment to any tenure track or NTRT position for which a search has been initiated as described in Section C2 (specifically, as described in Section C2.1.1 for tenure-track faculty positions; as described in Section C2.2.1 for NTRT faculty positions) and for which they are qualified.

The Board-approved authorizing documents for this category of faculty appointments shall contain additional details.

C1.2.2.1.5 Instructor (Career Status)

C1.2.2.1.5.1 Qualifications

An Instructor, who has been granted career status by the Board of Trustees, is awarded the title Career Status Instructor. A Career Status Instructor holds appropriate academic or professional qualifications, including a terminal degree appropriate to the discipline, has satisfactorily completed a six-year probationary period, and has met the Board-approved criteria for career status established by the tenured faculty of the school or college in which he/she is a member of the faculty. These criteria include a cumulative and sustained record of teaching excellence, as well as demonstrated success in planning and conducting courses with little or no supervision. The Career Status Instructor's chief responsibility consists of classroom instruction.

C1.2.2.1.5.2 Term

The home department (or, in schools that are not organized into departments, the school) will initiate the recommendation for this career status appointment (or reappointment), forward it through the conventional review and approval process involving the department (where applicable), school or college, the Provost, the President, and, ultimately, the Board of Trustees. Instructors who are awarded career status may be reappointed on three-year contracts subject to the conditions noted in C1.2.1 Career Status, above, and in accordance with the Bylaws and APT Criteria established by the tenured faculty of their school/college.

C1.2.2.1.5.3 Other Provisions

Career Status Instructors may apply for and be recommended for appointment to any tenure-track or NTRT position for which a search has been initiated as described in Section C2 (specifically, as described in Section C2.1.1 for tenure-track faculty positions; as described in Section C2.2.1 for NTRT faculty positions) and for which they are qualified.

The Board-approved authorizing documents for this category of faculty appointments shall contain additional details.

C1.2.3 Legal Writing Instructor Appointments

C1.2.3.1 Qualifications

Legal Writing Instructors are persons responsible for instructing students in the skills of legal reasoning and research writing. They are appointed (and reappointed) based on their demonstrated success in preparing students to conduct legal research and draft legal documents applicable to various legislative, judicial, and practical settings.

C1.2.3.2 Term

The term of appointment varies from one (1) to three (3) years.

C1.2.3.3 Other Provisions

The Board-approved Bylaws and APT Criteria established by the tenured faculty of the School of Law contain additional details.

C1.2.4 Clinical Educator Track Appointments

C1.2.4.1 Ranks

Qualified persons may be appointed to the ranks of Clinical Professor, Clinical Associate Professor, Clinical Assistant Professor (probationary), and Clinical Instructor (probationary) in accordance with the Board-approved Bylaws and APT Criteria established by the tenured faculty of the respective colleges.

C1.2.4.2 Qualifications

Qualifications for these ranks mirror those for comparable tenured and probationary tenure track faculty ranks, with one important exception. By virtue of the fact that this variety of appointment is intended to facilitate the delivery of high-quality instruction and patient care in clinical settings, the requirement to produce original scholarship is not as stringent as it is for faculty members on the tenure track. The Board-approved Bylaws and APT Criteria established by the tenured faculty of the respective colleges contain specific details regarding the expected qualifications for each rank.

C1.2.4.3 Terms

Terms of appointment may vary by rank and by school/college between one (1) year and five (5) years.

C1.2.4.4 Other Provisions

The Board-approved Bylaws and APT Criteria established by the tenured faculty of the schools and colleges contain additional details regarding each rank, such as probationary periods, terms of appointment, service on departmental and college-level committees and in administrative roles, and the option to switch from the tenure track to the Clinical Educator Track in certain circumstances.

C1.2.5 Research Track Appointments

C1.2.5.1 Ranks

Qualified persons may be appointed to the ranks of Biomedical Research Professor, Research Associate Professor, and Research Assistant Professor.

C1.2.5.2 Qualifications

These appointments are intended for faculty members whose primary purpose is to conduct research, preferably with the salary support of an external sponsor. Evaluations for reappointment and/or promotion will rely heavily on demonstrated research competence.

C1.2.5.3 Term

The term of appointment may vary from one (1) year to multiple years.

C1.2.5.4 Other Provisions

Research-track faculty may participate in teaching and clinical activities, but that is not required. They may also, in certain circumstances, participate on college committees and serve in administrative positions.

The Board-approved Bylaws and APT Criteria established by the tenured faculty of the College of Medicine contain additional details regarding each rank.

C1.3 Temporary Faculty (Full-time and Part-time)

Temporary faculty members are appointed for one year (or for one semester) and may work full time or parttime (Adjunct, or Affiliate, i.e., WOC). Temporary faculty members are employed for a limited time to fill a temporary and specific need identified by the University. Most temporary faculty members serve in instructional capacities only, with minimal, if any, expectation of conducting research and producing scholarship or creative work or of performing service. The terms and conditions of employment of temporary faculty members who are members of a collective bargaining unit are determined, in part, by the current collective bargaining agreement.

Temporary faculty members are not eligible for tenure or promotion, nor may they serve more than seven (7) years in full-time status.

Temporary faculty members may apply for and be recommended for appointment to any tenure-track or NTRT position for which a search has been initiated as described in Section C2 (specifically, as described in Section C2.1.1 for tenure-track faculty positions; as described in Section C2.2.1 for NTRT faculty positions) and for which they are qualified. Temporary faculty generally include:

1. Lecturers
2. Adjunct Faculty
3. Affiliate Faculty
4. Artists-in-Residence and Writers-in-Residence
5. Visiting Faculty

Visiting faculty, Artist-in-Residence and Writer-in-Residence are special academic titles that may be awarded to certain temporary faculty members, subject to approval of the Dean and of the Provost as described below (respectively, in Sections C1.3.5 Visiting Faculty and C1.3.4 Artists-in-Residence and Writers-in-Residence).

C1.3.1 Lecturer (Full-Time Temporary)

A Lecturer (full-time temporary) is a person whose primary responsibilities consist largely, if not entirely, of teaching. Although the full-time temporary Lecturer position may be used for persons who do not possess the credentials for appointment to one of the two other tracks, it may also be used for credentialed persons who are to be employed for a limited time to fill a temporary and specific need identified by the University. A full-time temporary Lecturer may not exceed seven (7) years in full-time status.

C1.3.1.1 Qualifications

The qualifications of Lecturers vary by school/college. The Board-approved Bylaws and APT Criteria established by the tenured faculty of schools and colleges contain additional details.

C1.3.1.2 Term

Full-time temporary Lecturers are appointed for one year or, when employed for only one semester, for a single semester. Such appointments are renewable annually for a maximum of seven (7) years in full-time status.

C1.3.1.3 Other Provisions

Like temporary faculty members of other academic ranks, full-time temporary Lecturers may apply for and be recommended for appointment to any tenure-track or NTRT position for which a search has been initiated as described in Section C2 (specifically, as described in Section C2.1.1 for tenure-track faculty positions; as described in Section C2.2.1 for NTRT faculty positions) and for which they are qualified.

The terms and conditions of employment of full-time temporary faculty members who are members of a collective bargaining unit are determined, in part, by their respective collective bargaining agreement.

C1.3.2 Adjunct Faculty (part-time, with compensation)

Adjunct faculty members are part-time temporary faculty members who work **with** compensation. Their primary responsibilities consist largely, if not entirely, of teaching.

Adjunct faculty members are not eligible for tenure or promotion. However, they, like all other temporary faculty members, may apply for and be recommended for appointment to any tenure-track or NTRT position for which a search has been initiated as described in Section C2 (specifically, as described in Section C2.1.1 for tenure-track faculty positions; as described in Section C2.2.1 for NTRT faculty positions) and for which they are qualified.

Adjunct faculty appointments are normally made at the academic rank of Adjunct Lecturer, in accordance with the Board-approved Bylaws and APT Criteria established by the tenured faculty of schools and colleges.

The terms and conditions of employment of adjunct faculty members who are members of a collective bargaining unit are determined, in part, by their respective collective bargaining agreement.

C1.3.2.1 Term

Adjunct faculty members are appointed for one year or, when employed for only one semester, for a single semester.

The position can be reappointed annually in accordance with Section C2.3.3 Reappointment of Temporary Faculty.

In addition, at the end of an adjunct faculty member's appointment, if the adjunct faculty member has a satisfactory annual performance evaluation, their Department Chair (or, in schools that are not organized into departments, their Dean) may request a one-year or one-semester extension of the adjunct faculty member's appointment. This appointment extension request is initiated by the Department Chair and submitted to the Dean (or, in schools that are not organized into departments, the request is initiated by the Dean and submitted to the Provost). For the extension to be approved, the extension request must be endorsed by the Dean and then submitted to the Provost for final approval. Additional APT committee reviews are not required for appointment extensions. The appointment may be extended for a maximum of two (2) academic years after the end of the initial appointment or reappointment.

C1.3.3 Affiliate Faculty (part-time, without compensation)

Affiliate faculty are part-time temporary appointments and are **without** compensation. Affiliate faculty members are not employees of the institution and do not receive benefits. Their primary responsibilities consist largely, if not entirely, of teaching.

The Board-approved Bylaws and APT Criteria established by the tenured faculty of the schools and colleges contain additional details regarding qualifications.

Affiliate faculty members are not eligible for tenure or promotion. However, they, like all other temporary faculty members, may apply for and be recommended for appointment to any tenure-track or NTRT position for which a search has been initiated as described in Section C2 (specifically, as described in Section C2.1.1 for tenure-track faculty positions; as described in Section C2.2.1 for NTRT faculty positions) and for which they are qualified.

C1.3.3.1 Term

Affiliate faculty members are appointed for one year or for a single semester.

The position can be reappointed annually in accordance with Section C2.3.3 Reappointment of Temporary Faculty.

In addition, at the end of an affiliate faculty member's appointment, if the affiliate faculty member has a satisfactory annual performance evaluation, their Department Chair (or, in schools that are

not organized into departments, their Dean) may request a one-year or one-semester extension of the affiliate faculty member's appointment. This appointment extension request is initiated by the Department Chair and submitted to the Dean (or, in schools that are not organized into departments, the request is initiated by the Dean and submitted to the Provost). For the extension to be approved, the extension request must be endorsed by the Dean and then submitted to the Provost for final approval. Additional APT committee reviews are not required for appointment extensions. The appointment may be extended for a maximum of two (2) academic years after the end of the initial appointment or reappointment.

C1.3.4 Artists-in-Residence and Writers-in-Residence

C1.3.4.1 Qualifications

These titles may be offered to outstanding professional artists or writers who render a specific service to the University, such as lectures, performances, demonstrations, master classes, and consultations. Academic degrees are not required for an appointment as Artist-in-Residence or Writer-in-Residence. Individuals are appointed on the basis of outstanding professional attainments, creative accomplishments, and recognition in their specified fields.

C1.3.4.2 Term

Such appointments are for a fixed, definite term not to exceed five (5) years.

C1.3.4.3 Appointment Procedures

Appointment procedures are the same as for other full-time temporary faculty appointments (see Section C2.3.2 Appointment Procedures for Temporary Faculty Positions below).

C1.3.5 Visiting Faculty

A visiting faculty member is an individual who holds or has held a faculty position at another institution or whose professional qualifications show promise of enhancing a program's instructional offerings. Visiting faculty members hold temporary appointments, renewable annually, for a maximum of three (3) years. If a visiting faculty member, upon the recommendation of the Dean and the authorization of the Provost, is subsequently appointed to the probationary tenure-track, the time spent as a visiting faculty member may be counted towards the probationary period. Appointment to the probationary tenure track shall follow the Chapter D APT review procedure.

C1.3.5.1 Ranks

Qualified persons may be appointed to the ranks of Visiting Instructor, Visiting Assistant Professor, Visiting Associate Professor, and Visiting Professor. Appointment to ranks that include the title Professor are for persons who not only possess the credentials for, but also whose responsibilities align with, appointment to one of those higher ranks. Appointment to these higher ranks is subject to the approval of the Dean and of the Provost, and the credentials required at each rank are described in the Board-approved Bylaws and APT Criteria of the school or college.

C1.3.5.2 Term

Such appointments are renewable annually for a maximum of three (3) years.

C1.3.5.3 Appointment Procedures

Appointment procedures are the same as for other full-time temporary faculty appointments (see Section C2.3.2 Appointment Procedures for Temporary Faculty Positions below).

C1.3.5.4 Reappointment Procedures

Reappointment procedures are the same as for other full-time temporary faculty reappointments (see C2.3.3 Reappointment of Temporary Faculty).

C1.4 Special Academic Titles of Faculty

Special titles may be awarded to certain faculty members. In addition to the faculty ranks and titles listed above (in Sections C1.1-C1.3), the following special titles may be awarded, subject to approval of the Dean and of the Provost (and, in the case of those in which the word “Professor” appears as part of the title, subject to approval of the President):

- 1) Distinguished Professor
- 2) University Professor
- 3) Research Professor
- 4) Graduate Faculty
- 5) Endowed Chair
- 6) Emeritus

Sections C1.4.1-C1.4.6 below describe the qualifications for each of these special academic titles.

C1.4.1 Distinguished Professor

C1.4.1.1 Faculty Rank

Faculty members designated as Distinguished Professors shall either hold the rank of Professor or shall meet all the qualifications for the faculty rank of Professor and have achieved extraordinary distinction in scholarship, research, and/or professional performance.

C1.4.1.2 Tenure Status

Distinguished Professor is a tenured position.

Cl.4.1.3 Qualifications

A candidate for Distinguished Professor shall be a person with national and/or international recognition in the academic field or area of performance, a sustained record of achievement at the highest professional and scholarly levels, and a record of service to the University or to the wider community that the University serves. The candidate shall have achieved distinction in scholarship, research, and/or professional performance, as evidenced by:

- 1) Outstanding publications or other public demonstrations of professional or academic excellence that provide significant new knowledge in the candidate's field of specialization, new and useful techniques for the constructive utilization of existing knowledge in the field, or a revision or reinterpretation of data in a given field that engenders new perspectives for thought and action.
- 2) Recognition by professional societies or recognized experts in the candidate's field or medium. This recognition may take such forms as invitations to serve as advisor, consultant, or organizer for programs related to the field, to present professional papers, or to appear in the most selective auditoria or galleries; special awards and honors, including membership in highly selective academies and honorary societies; or inclusion in highly respected and exclusive exhibitions, performance series, or publications.
- 3) Recognition, based on professional merit, by groups other than professional societies, such as foundations, government bodies, and community groups.
- 4) A record of significant research funded by outside agencies as a result of recognition in the candidate's field of specialization. The scholarship and professional achievements of the candidate shall be attested to by reputable professionals in the field; these professionals must be outside the University.

Cl.4.1.4 Appointment Procedure

Recommendations involving Distinguished Professors shall be initiated by the Department. The Department may receive nominations from any source within or outside of the University; this includes self-nominations. Upon receipt of a nomination, the Department shall notify the candidate and invite the candidate to complete the Chapter D APT application for promotion (or, for outside candidates, the Chapter D APT application for initial appointment with tenure). Upon receipt of the complete application file, the Department shall follow the Chapter D APT review procedure.

Following the departmental review, the entire file will be forwarded to the appropriate school/college. The school/college shall follow the Chapter D APT review procedure. Following review at the school/college level, the nominee's file, and all accompanying comments and documentation, will be sent to the Faculty Senate APT Committee for consideration and review. The Faculty Senate APT Committee will then develop a recommendation. If the recommendation is positive, the Committee will send it to the Council of the Faculty Senate for endorsement. If the Council of the Faculty Senate endorses it, the recommendation and the nominee's file shall be forwarded by the Chair of the Faculty Senate to the Provost. The Provost's review shall follow the Chapter D APT review procedure. Following review at the Provost level, the Provost will present

a recommendation to the President. The President's review shall follow the Chapter D APT review procedure. If the President approves the candidate's appointment as a Distinguished Professor, the President, in turn, will present a recommendation to the Board of Trustees for final action. In cases where the nominee is from outside the University, the Provost and President shall exercise their fiduciary duties to consider the appropriateness of the initial appointment in light of the total needs and financial situation, curriculum and business needs of the University. These external candidates may not request reconsideration of a negative recommendation or request review of a negative recommendation by the Faculty Grievance Commission.

The review shall only consist of tenured full Professors at all levels (Faculty Senate, Department, School/College). In the event the Faculty Senate APT Committee does not include a minimum of three tenured full Professors, the Chair of the Faculty Senate, in consultation with the Council of the Faculty Senate, shall establish an ad-hoc committee of at least three tenured full Professors; the ad-hoc committee members may be from the same or a different school/college as the candidate, but each must hold the rank of tenured full Professor. In the event a departmental APT Committee does not include a minimum of three tenured full Professors, the Department Chair, in consultation with the faculty, shall establish an ad-hoc committee of at least three tenured full Professors in the same or related area as the candidate; the ad-hoc committee members from outside the department may be from the same or a different school/college as the candidate, but each must hold the rank of tenured full Professor. In the event a school/college APT Committee does not include a minimum of three tenured full Professors, the Dean, in consultation with the faculty, shall establish an ad-hoc committee of at least three tenured full Professors in the same or related area as the candidate; the ad-hoc committee members may be from the same or a different school/college as the candidate, but each must hold the rank of tenured full Professor.

In schools that are not organized into departments, the school-wide APT committee conducts the first-level review and forwards its evaluation statement of the candidate's performance along with the results of its vote to the Dean. The Dean's review is the same as that described in Section D2.6.2 School/College Level Review, Recommendation and Reconsideration.

C1.4.2 University Professor

C1.4.2.1 Faculty Rank

Faculty members designated as University Professors shall hold the faculty rank of Professor, shall have achieved distinction in scholarship, research, and/or professional performance, and shall be jointly appointed to more than one academic unit.

C1.4.2.2 Tenure Status

University Professor is a tenured position.

C1.4.2.3 Qualifications

Professors holding this title will be individuals of high academic, scholarly, and/or professional distinction who have the competence to teach and perform other academic services in more than one of the University's schools/colleges.

- 1) **Academic Preparation.** The candidate shall hold an earned doctoral degree or its foreign equivalent. This requirement may be waived in instances where the candidate has gained prominence through creative and productive activity in his or her field of specialization.
- 2) **Teaching Competence.** The candidate shall have appropriate teaching experience at the school/college or University level or equivalent experience in his/her field of specialization. The candidate's teaching competence shall be judged by persons who teach in the candidate's field. Student evaluations shall also be taken into consideration.
- 3) **Research and Creative Productivity.** The candidate shall present evidence of excellence in research or creative activity through the publication of books, monographs, and articles, or through the production of creative works.

C1.4.2.4 Appointment Procedures

Recommendations to appoint a person as University Professor shall follow the same procedure for appointment as Distinguished Professor, with the following exception. Because the University Professor appointment is a joint appointment, the candidate's file must be forwarded for review to each of the departments, schools and/or colleges in which he or she will serve. The Chapter D APT review procedure shall be followed in each department, school, and/or college. Once review is complete at the school/college level, the nominee's file and all accompanying comments and documentation will be sent to the Faculty Senate APT Committee for consideration and review. The Faculty Senate APT Committee will develop a recommendation. If the recommendation is positive, the Committee will send it to the Council of the Faculty Senate for endorsement. If the Council of the Faculty Senate endorses it, the recommendation and the nominee's file shall be forwarded by the Chair of the Faculty Senate to the Provost. The Provost's review shall follow the Chapter D APT review procedure. Following review at the Provost level, the Provost will present a recommendation to the President. The President's review shall follow the Chapter D APT review procedure. If the President approves the candidate's appointment as University Professor, the President, in turn, will present a recommendation to the Board of Trustees for final action. In cases where the nominee is from outside the University, the Provost and the President shall exercise their fiduciary duties to consider the appropriateness of the initial appointment in light of the total needs and financial situation, curriculum and business needs of the University. These external candidates may not request reconsideration of a negative recommendation or request review of a negative recommendation by the Faculty Grievance Commission.

The review shall only consist of tenured full Professors at all levels (Faculty Senate, Department, School/College). In the event the Faculty Senate APT Committee does not include a minimum of three tenured full Professors, the Chair of the Faculty Senate, in consultation with the Council of the Faculty Senate, shall establish an ad-hoc committee of at least three tenured full Professors; the ad-hoc committee members may be from the same or a different school/college as the

candidate, but each must hold the rank of tenured full Professor. In the event a departmental APT Committee does not include a minimum of three tenured full Professors, the Department Chair, in consultation with the faculty, shall establish an ad-hoc committee of at least three tenured full Professors in the same or related area as the candidate; the ad-hoc committee members from outside the department may be from the same or a different school/college as the candidate, but each must hold the rank of tenured full Professor. In the event a school/college APT Committee does not include a minimum of three tenured full Professors, the Dean, in consultation with the faculty, shall establish an ad-hoc committee of at least three tenured full Professors in the same or related area as the candidate; the ad-hoc committee members may be from the same or a different school/college as the candidate, but each must hold the rank of tenured full Professor.

In schools that are not organized into departments, the school-wide APT committee conducts the first-level review and forwards its evaluation statement of the candidate's performance along with the results of its vote to the Dean. The Dean's review is the same as that described in Section D2.6.2 School/College Level Review, Recommendation and Reconsideration.

C1.4.3 Research Professor

C1.4.3.1 Faculty Rank

Faculty members designated as Research Professors shall hold the faculty rank of tenured Professor or meet the qualifications for the faculty rank of Professor and have achieved national distinction in research.

C1.4.3.2 Tenure Status

Research Professor is a tenured position.

C1.4.3.3 Qualifications

Persons holding this title will be individuals of nationally recognized research competence in a given academic field. Their principal function shall be conducting research.

- 1) **Teaching Competence.** The candidate shall have appropriate teaching experience at the school/college or University level or equivalent experience in the professional field. The candidate's teaching competence shall be judged by persons who teach in the candidate's field. Student teaching evaluations shall also be taken into consideration.
- 2) **Research Competence.** The candidate shall demonstrate evidence of research competence as attested by appropriate honors and awards for scholarship. This recognition may take the form of juried prizes for books, monographs, articles, or creative productions, or, in disciplines where externally sponsored research awards constitute primary evidence of research competence, it may take the form of appropriate recognition of impact of research findings on the candidate's field. Evaluations of research competence shall be secured from at least four external reviewers.

C1.4.3.4 Appointment Procedures

The appointment procedures are the same as for Distinguished Professor. Specifically, recommendations involving Research Professors shall be initiated by the Department. The Department may receive nominations from any source within or outside of the University; this includes self-nominations. Upon receipt of a nomination, the Department shall notify the candidate and invite the candidate to complete the Chapter D APT application for promotion (or, for outside candidates, the Chapter D APT application for initial appointment with tenure). Upon receipt of the complete application file, the Department shall follow the Chapter D APT review procedure.

Following the departmental review, the entire file will be forwarded to the appropriate school/college. The school/college shall follow the Chapter D APT review procedure. Following review at the school/college level, the nominee's file, and all accompanying comments and documentation, will be sent to the Faculty Senate APT Committee for consideration and review. The Faculty Senate APT Committee will then develop a recommendation. If the recommendation is positive, the Committee will send it to the Council of the Faculty Senate for endorsement. If the Council of the Faculty Senate endorses it, the recommendation and the nominee's file shall be forwarded by the Chair of the Faculty Senate to the Provost. The Provost's review shall follow the Chapter D APT review procedure. Following review at the Provost level, the Provost will present a recommendation to the President. The President's review shall follow the Chapter D APT review procedure. If the President approves the candidate's appointment as a Research Professor, the President, in turn, will present a recommendation to the Board of Trustees for final action. In cases where the nominee is from outside the University, the Provost and President shall exercise their fiduciary duties to consider the appropriateness of the initial appointment in light of the total needs and financial situation, curriculum and business needs of the University. These external candidates may not request reconsideration of a negative recommendation or request review of a negative recommendation by the Faculty Grievance Commission.

The review shall only consist of tenured full Professors at all levels (Faculty Senate, Department, School/College). In the event the Faculty Senate APT Committee does not include a minimum of three tenured full Professors, the Chair of the Faculty Senate, in consultation with the Council of the Faculty Senate, shall establish an ad-hoc committee of at least three tenured full Professors; the ad-hoc committee members may be from the same or a different school/college as the candidate, but each must hold the rank of tenured full Professor. In the event a departmental APT Committee does not include a minimum of three tenured full Professors, the Department Chair, in consultation with the faculty, shall establish an ad-hoc committee of at least three tenured full Professors in the same or related area as the candidate; the ad-hoc committee members from outside the department may be from the same or a different school/college as the candidate, but each must hold the rank of tenured full Professor. In the event a school/college APT Committee does not include a minimum of three tenured full Professors, the Dean, in consultation with the faculty, shall establish an ad-hoc committee of at least three tenured full Professors in the same or related area as the candidate; the ad-hoc committee members may be from the same or a different school/college as the candidate, but each must hold the rank of tenured full Professor.

In schools that are not organized into departments, the school-wide APT committee conducts the first-level review and forwards its evaluation statement of the candidate's performance along with

the results of its vote to the Dean. The Dean's review is the same as that described in Section D2.6.2 School/College Level Review, Recommendation and Reconsideration.

C1.4.4 Graduate Faculty

The Graduate Faculty consists of those full-time members of the University's regular and probationary tenure-track faculty who are charged with delivering graduate student teaching, supervision and advising. All tenured and tenure-track faculty at the faculty ranks of Assistant Professor, Associate Professor, and full Professor are automatically designated as Regular Graduate Faculty by virtue of their appointment.

C1.4.4.1 Regular Graduate Faculty

Other qualified persons may be appointed as Regular Graduate Faculty by the Dean of the Graduate School, on the recommendation of the relevant academic program. These individuals may be non-tenure track faculty who possess the requisite research experience needed to mentor graduate students and who hold a terminal degree appropriate to the discipline. The department may establish criteria applicable to its field for Regular Graduate Faculty membership.

C1.4.4.2 Fixed Term Graduate Faculty

Fixed Term Graduate Faculty members are individuals appointed for a fixed term length of service on graduate student committees. Fixed Term Graduate Faculty may include Emeritus faculty, Clinical Educator Track or Research Track faculty, scholars from other institutions, and independent scholars and practitioners. Fixed Term Graduate Faculty status confers no rights or responsibilities on its faculty members, except the right to serve on thesis or dissertation committees.

C1.4.5 Endowed Chair

When a gift is made to the University to support the endowment of a chair, specific criteria may be stipulated by the donor. However, the donor may not appoint a particular faculty member or individual to occupy the chair. Current faculty and individuals external to the University may be nominated or may apply for the endowed chair position. The procedures governing recommendations for appointment to any tenured faculty position govern appointments to the rank of endowed chair.

C1.4.6 Emeritus Status

Upon retirement, tenured faculty members and administrators who hold tenure as faculty members with at least ten (10) years of full-time service at the University shall automatically attain emeritus status in their faculty rank. Other faculty members retiring from the University may be granted emeritus status only by specific action of the Board of Trustees.

Section C4 specifies the Retirement and Related Rights that all faculty members enjoy.

C1.5 Administrative Location of Faculty Appointments

A faculty member's appointment is generally made to a specific academic department or, in the case of schools that are not organized into departments, to a specific school. Full-time faculty members may also hold appointments in more than one academic unit and are entitled to all rights and privileges of full-time faculty in each such unit including, but not limited to, committee membership and voting rights as prescribed in the respective Board-approved school/college Bylaws. The faculty member shall hold the same faculty rank and tenure status in all such units regardless of the percentage of effort and funding he/she receives from each individual unit. Professional duties, responsibilities, and assignments may be distributed between two (2) or more units in any proportion of full-time service that may be mutually agreed upon by the administrators of the units and the faculty member.

If one unit provides at least 51 percent of the funding for the faculty position, that unit shall be responsible for processing the faculty member's personnel actions including, but not limited to, appointment, reappointment, promotion and tenure (where applicable), with concurrence of the other unit(s). Where units share equally in funding the position, recommendations including, but not limited to, reappointment and promotion shall be initiated by the units acting concurrently, with each submitting a separate recommendation.

C1.6 Joint Appointments

Joint appointments are limited to tenure-line faculty appointments. For a joint appointment, the candidate's file must be forwarded for APT evaluation in each of the academic units (department, school, college) in which he or she will serve. The Chapter D APT review procedure shall be followed in each of the academic units. Once review is complete at the school/college level for the two schools/colleges, the file moves to Provost, then President. If the President approves the appointment/promotion/tenure, the President will present a recommendation to the Board of Trustees for final action.

At the Provost's level, the Provost shall make one recommendation for appointment, promotion and/or tenure that will apply to the faculty member's appointment in each academic unit. Therefore, the faculty member shall maintain at all times the same rank and tenure status in each academic unit.

Section C2: Appointment, Reappointment and Search Procedures

An outstanding faculty is critical to developing and maintaining academic excellence. The faculty is at the core of a University environment that demands the best from all of its participants.

Additionally, a well-qualified and productive faculty helps attract other individuals, faculty members, students, staff and administrators to the University who will assist the University in achieving its mission.

The tenured faculty has the responsibility for appropriate action on such matters as faculty appointments, reappointments, promotions, the award of career status, the granting of tenure, and dismissals. The faculty's primary responsibility for appointment, reappointment, and search procedures affecting the nature and quality of the academic program, faculty welfare, student

welfare, and research and scholarship are based on the fact that the faculty's judgment is central to general educational policy. Furthermore, scholars in a particular field or activity are expected to have the chief competence for judging the work of their colleagues. Such competence should be exercised before either adverse or favorable judgments are made. Consideration of these matters is to be by faculty action through established procedures. These actions shall be reviewed by the Dean, the Provost and the President, and shall be submitted to the Board of Trustees for final action, when necessary. The Board of Trustees and President should consider faculty input and clearly communicate the basis for institutional decisions to the faculty.

When the designated decisional authority regarding initial faculty appointments (the Provost for all temporary appointments and the President for all tenure-line and NTRT appointments) approves the appointment, the decisional authority will notify the candidate of the approval and enclose the employment contract specifying the rank, title, and type of appointment (i.e., temporary, probationary, tenured, NTRT), salary, full- or part-time status, term of the appointment, and academic unit(s) to which the person is assigned, and referencing the Faculty Handbook (including instructions for accessing it electronically). As noted in Sections C2.1-C2.3 below, in the course of recruiting new faculty members to the University, Deans and other administrators may send offer letters to prospective faculty members that, besides the particulars noted above (e.g., the prospective faculty member's rank, title, type of appointment, salary, status, term, assigned academic unit[s]), make reference to such additional considerations as release from certain workload responsibilities, access to facilities and equipment, and financial support for travel or research assistance. All such offers of employment are contingent on final approval. Following final approval, the Department Chair or Dean must also inform persons newly appointed to probationary tenure-track positions of the timeline for the pre-tenure review (where applicable) and the promotion and tenure review, as well as the criteria and procedures that will be observed in evaluating him or her for reappointment, tenure, and/or promotion. Persons appointed to non-tenured renewable term appointments must similarly be informed of the timelines, procedures, and criteria that will govern recommendations for their reappointment or (where applicable) promotion.

C2.1 Appointment, Reappointment and Search Procedures for Tenure-Line Faculty Positions

C2.1.1 Search Procedures for Tenured and Probationary Tenure-Track Faculty Positions

In principle, the University's commitment to excellence is best expressed by careful and extensive searches designed to find the best qualified persons to fill faculty positions. A diversity of background, experiences, and viewpoints is considered to be an element of strength in a faculty.

Search processes may vary depending on whether the school or college contains departments. In schools and colleges with departments, the processes generally follow the guidelines below. In schools that do not contain departments, these processes are as specified in the school's Board-approved Bylaws or other approved procedural document.

The search process for filling a tenured or probationary tenure-track faculty position shall be as follows:

- 1) The department's Chair and tenured faculty agree on the need to fill a vacant position or to create a new position. They identify key qualifications of the person they wish to hire, specifically with regard to rank and teaching/research specializations.
- 2) The Department Chair requests written authorization from the school/college Dean, who reviews the request and, if in agreement, seeks written authorization from the Provost to initiate the search. The Dean may decline the request altogether or consult with the Department Chair to develop a different set of qualifications, rank, or teaching/research responsibilities. When the authorization is received, the Department Chair notifies the department faculty that a search has been authorized.
- 3) The department establishes a search committee, and a search committee chair is selected in the manner prescribed by school/college guidelines.
- 4) The Dean charges the committee with the scope of the search.
- 5) The committee finalizes the description of the position and facilitates its being advertised. Searches should be advertised nationally in appropriate general and discipline-specific venues.
- 6) In every search, individuals shall be recruited and recommended for appointment without regard to race, color, religion, national origin, sex/gender, sexual orientation, disability, age, gender identity, gender expression, non-conformance with gender stereotypes, appearance, political beliefs, veteran status, family status and responsibilities, marital status, genetic information, unemployment status, or any other characteristic protected by Federal and/or District of Columbia law.
- 7) The search committee reviews the applications and identifies a short list of prospective finalists for interviews. These interviews should be open. The Department Chair and the Dean also interview the candidates. Depending on the Board-approved school or college Bylaws or the practice in individual academic units, the APT committee may have a role at this stage of the search process.
- 8) The search committee makes its recommendations to the Dean consistent with the Dean's charge.
- 9) The Dean makes a written offer to the finalist setting forth the terms and conditions of the faculty appointment, to include rank, tenure status, term of appointment, salary, information about pre-tenure review, and any start-up considerations such as laboratory space and/or equipment, travel funds, summer salary, student research assistants, and the like. Such offers are conditional, pending approval by the President at the conclusion of the appointment recommendation process described in Section C2.1.2 below. The decisions of the Dean and President regarding initial appointments are final, and are not subject to any grievance procedure.
- 10) The finalist accepts the offer.

It may become necessary for a proposed or existing search committee member to decline participation or recuse themselves if there exists a potential or existing conflict of interest or lack of impartiality. In such cases, the Chair of the Search Committee and/or the committee members may raise the concern regarding a conflict or impartiality, and the Chair of the Search Committee may request recusal of the affected committee member. If requested by the affected committee member, the administrator responsible for the constitution of the committee (e.g., Department Chair, Dean) will review the matter and make a final determination of whether recusal is required.

C2.1.2 Initial Appointment Procedures for Tenure-Line Faculty Positions

The appointment of an individual to a tenured or probationary tenure-track faculty position shall be as follows:

- 1) The candidate who has accepted the offer from the Dean completes the “Faculty Application for Appointment, Promotion and/or Tenure” form, accompanied by a current curriculum vitae and supporting documentation as specified in Section D2.5, below.
- 2) The review and approval process is the same as what is described in Section D2.6, below, except that the candidate has no right to request reconsideration of negative recommendations or to submit a grievance to the Faculty Grievance Commission.
- 3) Following final approval, the President will notify the candidate of the appointment, enclosing the faculty member’s employment contract.

C2.1.3 Reappointment of Probationary Tenure-Track Faculty

Probationary tenure track faculty members may be considered for reappointment at the expiration of their current term, except when such reappointment would extend the appointment beyond the maximum allowable time in a probationary tenure-track status.

The employment of a probationary tenure-track faculty member who is denied tenure and who has an active grievance before the Faculty Grievance Commission will be extended by temporary appointment until the FGC grievance review process is complete, or up to one year from the denial of tenure, whichever is shorter.

The procedures, timetable, criteria, and right to request FGC review of a negative recommendation for reappointment involving faculty members on a probationary tenure-track appointment are the same as those outlined for a recommendation for tenure (Sections D2.5 and D2.6, below), except that the requirement for external reviewers does not apply in cases of reappointment.

C2.2 Non-Tenured Renewable Term Faculty Positions

C2.2.1 Search Procedures for NTRT Faculty Positions

In principle, the University’s commitment to excellence is best expressed by careful and extensive searches designed to find the best qualified persons to fill faculty positions. A diversity of background, experiences, and viewpoints is considered to be an element of strength in a faculty.

Search processes may vary depending on whether the school or college contains departments. In schools and colleges with departments, the processes generally follow the guidelines below. In schools that do not contain departments, these processes are as specified in the school's Board-approved Bylaws or other approved procedural document.

The search process for an individual to fill an NTRT faculty position shall be as follows:

- 1) The department's Chair and tenured faculty agree on the need to fill a vacant position or to create a new position. They identify key qualifications of the person they wish to hire, specifically with regard to rank and teaching/research specializations.
- 2) The Department Chair requests written authorization from the school/college Dean, who reviews the request and, if in agreement, seeks written authorization from the Provost to initiate the search. The Dean may decline the request altogether or consult with the Department Chair to develop a different set of qualifications, rank, or teaching/research responsibilities. When the authorization is received, the Department Chair notifies the department faculty that a search has been authorized.
- 3) The department establishes a search committee, and a search committee chair is selected in the manner prescribed by school/college guidelines.
- 4) The Dean charges the committee with the scope of the search.
- 5) The committee finalizes the description of the position and facilitates its being advertised. Searches should be advertised nationally in appropriate general and discipline-specific venues.
- 6) In every search, individuals shall be recruited and recommended for appointment without regard to race, color, religion, national origin, sex/gender, sexual orientation, disability, age, gender identity, gender expression, non-conformance with gender stereotypes, appearance, political beliefs, veteran status, family status and responsibilities, marital status, genetic information, unemployment status, or any other characteristic protected by Federal and/or District of Columbia law.
- 7) The search committee reviews the applications and identifies a short list of prospective finalists for interviews. These interviews should be open. The Department Chair and the Dean also interview the candidates. Depending on school or college Bylaws or the practice in individual academic units, the APT committee may have a role at this stage of the search process.
- 8) The search committee makes its recommendations to the Dean consistent with the Dean's charge.
- 9) The Dean makes a written offer to the finalist setting forth the terms and conditions of the faculty appointment. Such offers are conditional, pending approval by the President at the conclusion of the appointment recommendation process described in Section C2.2.2 below. The decisions of the Dean and President regarding initial appointments are final, and are not subject to any grievance procedure.

10) The finalist accepts the offer.

It may become necessary for a proposed or existing search committee member to decline participation or recuse themselves if there exists a potential or existing conflict of interest or lack of impartiality. In such cases, the Chair of the Search Committee and/or the committee members may raise the concern regarding a conflict or impartiality, and the Chair of the Search Committee may request recusal of the affected committee member. If requested by the affected committee member, the administrator responsible for the constitution of the committee (e.g., Department Chair, Dean) will review the matter and make a final determination of whether recusal is required.

C2.2.2 Initial Appointment Procedures for NTRT Faculty Positions

The initial appointment of an individual to an NTRT faculty position shall be performed within the University's APT management system as follows:

C2.2.2.1 The Application for Appointment

The candidate who has accepted the offer from the Dean completes the "Faculty Application for Initial Appointment" form, accompanied by a current curriculum vitae and all supporting documentation specified in the relevant Board-approved criteria for appointment to the NTRT faculty rank the candidate is seeking.

C2.2.2.2 The Review Process

Upon receipt of the application for initial appointment, the Department Chair will contact four (4) external reviewers (two recommended by the candidate and two by the department) to determine their ability to participate in the evaluation process on the prescribed timeline. The reviewers must be persons external to the University, who are experts in the candidate's discipline and who are affiliated with research universities or comparable institutions. Each external reviewer, at a minimum, shall have attained the academic rank for which the candidate is applying (or hold an equivalent position of status within a comparable institution). The chief purpose of these external review letters is to obtain an objective evaluation of the candidate.

The Department Chair will then forward to each external reviewer for evaluation the candidate's curriculum vitae and copies of any supporting documentation specified in the relevant Board-approved criteria for appointment to the NTRT faculty rank the candidate is seeking, along with a statement of the relevant criteria for appointment to the NTRT faculty rank the candidate is seeking.

Given their central importance to the overall process, faculty committees and administrators at every level of review must take the external evaluations into account before formulating their recommendations regarding the application.

C2.2.2.3 Department Level Review and Recommendation

Since the decision to appoint a candidate to an NTRT faculty position has far-reaching importance to the individual candidate, the department, the school/college, and the University, the first level of review (usually at the department level, but in schools without departments, at the school level) must be thorough.

The first step in the process is a review of the candidate's application file by the department's tenured faculty members, who comprise the APT Committee. In the event a department does not have at least three (3) faculty members eligible to vote, the Dean, in consultation with the tenured faculty, shall establish an ad hoc APT committee of tenured faculty in the same or related field as the candidate; the ad hoc committee members may be from the same or from a different school/college as the candidate.

The departmental review will observe the following procedures, completing the review within three (3) weeks of having assembled the full application file:

- 1) The Department Chair informs the members of the APT Committee that the completed application file of a candidate for initial appointment is available for their review.
- 2) Following review of the candidate's file by the department's APT Committee, the department's APT Committee Chair will call a meeting of the APT Committee, excluding the Department Chair, for the announced purposes of (a) evaluating the candidate in the areas of faculty responsibility in the relevant criteria for appointment to the NTRT faculty rank the candidate is seeking and (b) voting whether or not to recommend appointment.
- 3) The department's APT Committee Chair will record the vote and transmit the results and the required evaluative statement of the candidate, along with the application file to the Department Chair.
- 4) The Department Chair will (a) perform an independent evaluation of the candidate in the areas of faculty responsibility in the relevant criteria for appointment to the NTRT faculty rank the candidate is seeking, (b) recommend to the Dean whether or not the candidate merits appointment, and (c) include an evaluative statement of the candidate.

Within one (1) academic week (i.e., one business week excluding University closures/holidays) of completing the departmental review, the Department Chair will communicate to the candidate in writing the results of the evaluation.

Upon completion of the departmental review, the Department Chair shall forward to the Dean the original application file with its supporting documentation (including the letters of external reviewers) and the recommendations of the department APT Committee and the Department Chair by the deadline stipulated in the Provost's annual review calendar.

In schools that are not organized into departments, the school-wide APT committee conducts the first-level review and forwards its evaluation statement of the candidate's performance along with the results of its vote to the Dean. The Dean's review is the same as those described in Section C2.2.2.4, below.

C2.2.2.4 School/College Level Review and Recommendation

After the department's initial review and recommendation are completed, the recommendations are reviewed by the school/college Dean and APT Committee. The school/college APT Committee is comprised of tenured faculty members holding the faculty rank of Professor or Associate Professor; however, each school/college may further restrict the membership through its Bylaws, subject only to approval by the Board of Trustees. The school/college APT Committee will not include Department Chairs, Deans (Assistant, Associate, and full), or any faculty member from the

candidate's home department. In the event a school/college APT Committee does not have at least three (3) faculty members eligible to vote, the Dean, in consultation with the tenured faculty, shall establish an ad hoc committee of tenured faculty in the same or related area as the candidate. The ad hoc committee members may be from the same or a different school/college as the candidate. After review, the school/college APT Committee will submit its recommendation to the Dean. The Dean will then conduct a review of the application file and all accompanying recommendations and render an independent recommendation. Within six (6) academic weeks of receiving the application file from the department, the Dean will notify the candidate and the department of the results of the school/college level review in writing.

C2.2.2.5 University Level Review and Recommendation

Following the school/college review, the Dean will forward the complete application file, as well as all recommendations produced at the departmental and the school/college levels, along with all other documents pertinent to the case, to the Provost. The Provost will review and evaluate the application file and submit a recommendation to the President.

Within seven (7) academic weeks of receiving the candidate's completed file, the Provost will notify the Dean of the President's final decision.

A candidate for initial appointment has no right to request reconsideration of negative recommendations or to submit a grievance to the Faculty Grievance Commission.

Final approval of candidates to such positions rests with the President. Following final approval, the President will notify the candidate of the appointment, enclosing the candidate's employment contract specifying the rank, salary, category of NTRT appointment, term of the appointment, and academic unit(s) to which the candidate is assigned.

C2.2.2.6 Procedures for Initial NTRT Appointments at the Rank of Professor

The procedures and timetable are the same as those outlined above in Sections C2.2.2.1 - C2.2.2.5 for initial appointments at lower NTRT ranks; the only procedural difference involves the composition of the department and the school/college APT committees.

The department APT Committee reviewing applications for initial NTRT appointment at the rank of professor (specifically, Biomedical Research Professors' and Clinical Professors' initial appointment applications) shall consist of at least two (2) tenured full Professors and all tenured faculty members in the department. In the event a department does not have at least three (3) faculty members eligible to vote, the Dean, in consultation with the tenured faculty, shall establish an ad hoc committee of tenured faculty in the same or related area as the candidate; the ad hoc committee members from outside the department may be from the same or a different school/college as the candidate, but each must be a tenured full Professor.

The school/college APT Committee reviewing Biomedical Research Professors' and Clinical Professors' initial appointment applications shall consist of tenured full Professors only, and will not include Department Chairs, Deans (Assistant, Associate, and full), and members of the candidate's department. In the event a school/college APT Committee does not have at least three

(3) faculty members eligible to vote, the Dean, in consultation with the tenured faculty, shall establish an ad hoc committee of tenured faculty in the same or related area as the candidate; the ad hoc committee members may be from the same or from a different school/college as the candidate, but each must be a tenured full Professor.

C2.2.3 Reappointment of Faculty on NTRT Appointments

The procedures, timetable, criteria, and right to request FGC review of a negative recommendation for reappointment involving faculty members on an NTRT appointment track are outlined below. All of these steps shall be performed within the University's APT management system.

C2.2.3.1 The Application for Reappointment

The candidate completes the "Faculty Application for Reappointment" form, accompanied by a current curriculum vitae and all supporting documentation specified in the relevant Board-approved criteria for reappointment to the NTRT faculty rank the candidate is seeking.

C2.2.3.2 Department Level Review, Recommendation and Reconsideration

Since the decision to reappoint a faculty member to an NTRT faculty position has far-reaching importance to the individual faculty member, the department, the school/college, and the University, the first level of review (usually at the department level, but in schools without departments, at the school level) must be thorough.

The first step in the process is a review of the candidate's application file by the department's tenured faculty members, who comprise the APT Committee. In the event a department does not have at least three (3) faculty members eligible to vote, the Dean, in consultation with the tenured faculty, shall establish an ad hoc APT committee of tenured faculty in the same or related field as the candidate; the ad hoc committee members may be from the same or from a different school/college as the candidate.

The departmental review will observe the following procedures, completing the review within three (3) weeks of the Department Chair having received the full application file from the candidate:

- 1) The Department Chair informs the members of the APT Committee that the completed application file of a candidate for reappointment is available for their review.
- 2) Following review of the candidate's file by the department's APT Committee, the department's APT Committee chair will call a meeting of the APT Committee, excluding the Department Chair, for the announced purposes of (a) evaluating the candidate's performance in the areas of faculty responsibility in the relevant criteria for reappointment to the NTRT faculty rank the candidate is seeking and (b) voting whether or not to recommend reappointment.
- 3) The department's APT Committee chair will record the vote and transmit the results and the required evaluative statement of the candidate's performance, along with the application file to the Department Chair.

- 4) The Department Chair will (a) perform an independent evaluation of the candidate's performance in the areas of faculty responsibility in the relevant criteria for reappointment to the NTRT faculty rank the candidate is seeking, (b) recommend to the Dean whether or not the candidate merits reappointment, and (c) include an evaluative statement of the candidate's performance.

Within one (1) academic week (i.e., one business week excluding University closures/holidays) of completing the departmental review, the Department Chair will communicate to the candidate in writing the results of the evaluation. In cases where either of the recommendations (the APT Committee's or the Department Chair's) is negative, the communication will explain within the limits required to preserve confidentiality the reasoning behind the negative recommendation(s) and inform the candidate that he or she may request reconsideration.

If the candidate wishes to have any negative department recommendation reconsidered, the candidate shall respond to the Department Chair, in writing, within two (2) academic weeks of receiving this explanation. In the written request for reconsideration, the candidate may address any issue that he or she deems appropriate and may also present new information in support of the request for reconsideration.

The department has two (2) academic weeks to reconsider. In cases where the APT Committee's original recommendation was negative, after reviewing the request for reconsideration, it will conduct a second vote. By the end of the two-week period, the Department Chair will communicate the results of the reconsideration, with an appropriate explanation to the candidate.

Upon completion of the departmental review, including any requests for reconsideration, the Department Chair shall forward to the Dean the original application file with its supporting documentation, the recommendations of the department APT Committee and the Department Chair, as well as all correspondence and recommendations resulting from a request for reconsideration, by the deadline stipulated in the Provost's annual review calendar.

In schools that are not organized into departments, the school-wide APT committee conducts the first-level review and forwards its evaluation statement of the candidate's performance along with the results of its vote to the Dean. The Dean's review as well as the process and timeline governing requests for reconsideration are the same as those described in Section C2.2.3.3, below.

C2.2.3.3 School/College Level Review, Recommendation and Reconsideration

After the department's initial review, recommendation, and reconsideration (if any) are completed, the recommendations are reviewed by the school/college Dean and APT Committee. The school/college APT Committee is comprised of tenured faculty members holding the faculty rank of Professor or Associate Professor; however, each school/college may further restrict the membership through its Bylaws, subject only to approval by the Board of Trustees. The school/college APT Committee will not include Department Chairs, Deans (Assistant, Associate, and full), or any faculty member from the candidate's home department. In the event a school/college APT Committee does not have at least three (3) faculty members eligible to vote, the Dean, in consultation with the tenured faculty, shall establish an ad hoc committee of tenured faculty in the same or related area as the candidate. The ad hoc committee members may be from

the same or a different school/college as the candidate. After review, the school/college APT Committee will submit its recommendation to the Dean. The Dean will then conduct a review of the application file and all accompanying recommendations and render an independent recommendation. Within six (6) academic weeks of receiving the application file from the department, the Dean will notify the candidate and the department of the results of the school/college level review in writing. If the recommendation of the APT Committee or the Dean is negative, the Dean's notice will also explain—within the limits required to preserve confidentiality—the reasoning behind the negative recommendation(s) and inform the candidate that he or she has the right to request reconsideration.

Within two (2) weeks of receipt of the Dean's notice, a candidate who wishes to request reconsideration will do so in writing, setting forth in detail the grounds for the reconsideration request. Within two (2) weeks of receiving the reconsideration request, the Dean and/or the school/college APT committee will consider the evidence, conduct a new vote (if necessary), and the Dean will inform the candidate and the department of the final recommendation. In the case of a negative reconsideration decision, the Dean shall advise both the candidate and the department of their right to request a review by the Faculty Grievance Commission.

C2.2.3.4 Request for Review by the Faculty Grievance Commission (FGC)

If the final recommendation of either the Dean or the school/college APT Committee is negative, the candidate, the department, or the candidate and the department in concert, may file a request for a review by the Faculty Grievance Commission before the recommendation is forwarded to the Provost for review. Final action by the Provost will be held in abeyance until the FGC grievance review process is concluded, or up to one year from the date of the Dean or the school/college APT Committee recommendation, whichever is shorter. If necessary, the faculty member shall be given an appointment extension for up to one year during the period of abeyance. This appointment shall be for one semester or, if necessary, for one year. In these cases, the extension shall be with pay.

The grounds for such a request for FGC review and the procedures for the FGC's review are detailed in Section F3 below.

C2.2.3.5 University Level Review and Recommendation

Following the school/college review and the conclusion of all requests for reconsideration and FGC review, the Dean will forward the complete application file, as well as all recommendations produced at the departmental and the school/college levels, along with all other documents pertinent to the case, to the Provost. The Provost will review and evaluate the application file and submit a recommendation to the President.

Within seven (7) academic weeks of receiving the candidate's completed file, the Provost will notify the Dean of the President's final decision.

The President will present to the Board of Trustees for approval the candidates recommended for NTRT reappointment. Following the Board's approval, the President will notify the candidate and the Dean. In cases where the President does not recommend a candidate to the Board for approval,

the President or his/her designee will explain to the candidate and the Dean, within the limits set by the need to preserve confidentiality, the reasons for the negative recommendation.

C2.2.3.6 Procedures for NTRT Reappointments at the Rank of Professor

The procedures and timetable are the same as those outlined above in Sections C2.2.3.1 - C2.2.3.5 for reappointments at lower NTRT ranks; the only procedural difference involves the composition of the department and the school/college APT committees.

The department APT Committee reviewing applications for NTRT reappointment at the rank of professor (specifically, Biomedical Research Professors' and Clinical Professors' reappointment applications) shall consist of at least two (2) tenured full Professors and all tenured faculty members in the department. In the event a department does not have at least three (3) faculty members eligible to vote, the Dean, in consultation with the tenured faculty, shall establish an ad hoc committee of tenured faculty in the same or related area as the candidate; the ad hoc committee members from outside the department may be from the same or a different school/college as the candidate, but each must be a tenured full Professor.

The school/college APT Committee reviewing Biomedical Research Professors' and Clinical Professors' reappointment applications shall consist of tenured full Professors only, and will not include Department Chairs, Deans (Assistant, Associate, and full), and members of the candidate's department. In the event a school/college APT Committee does not have at least three (3) faculty members eligible to vote, the Dean, in consultation with the tenured faculty, shall establish an ad hoc committee of tenured faculty in the same or related area as the candidate; the ad hoc committee members may be from the same or from a different school/college as the candidate, but each must be a tenured full Professor.

C2.2.4 Promotion of Faculty on NTRT Appointments

C2.2.4.1 The Application for Promotion and/or Career Status

The candidate completes the "Faculty Application for Promotion and/or Career Status" form, accompanied by a current curriculum vitae and all supporting documentation specified in the relevant Board-approved criteria for promotion to the NTRT faculty rank the candidate is seeking and, where applicable, the relevant Board-approved criteria for career status.

C2.2.4.2 The Review Process

Upon receipt of the application for promotion and/or career status, the Department Chair will contact four (4) external reviewers (two recommended by the candidate and two by the department) to determine their ability to participate in the evaluation process on the prescribed timeline. The reviewers must be persons external to the University, who are experts in the candidate's discipline and who are affiliated with research universities or comparable institutions. Each external reviewer, at a minimum, shall have attained the academic rank for which the candidate is applying (or hold an equivalent position of status within a comparable institution). The chief purpose of these external review letters is to obtain an objective evaluation of the candidate.

The Department Chair will then forward to each external reviewer for evaluation the candidate's curriculum vitae and copies of any supporting documentation specified in the relevant Board-approved criteria for promotion to the NTRT faculty rank the candidate is seeking and/or career status, along with a statement of the relevant criteria for promotion to the NTRT faculty rank the candidate is seeking and, where applicable, the relevant Board-approved criteria for career status.

Given their central importance to the overall process, faculty committees and administrators at every level of review must take the external evaluations into account before formulating their recommendations regarding the application.

C2.2.4.3 Department Level Review, Recommendation and Reconsideration

Since promotion and career status decisions have far-reaching importance to the individual faculty member, the department, the school/college, and the University, the first level of review (usually at the department level, but in schools without departments, at the school level) must be thorough.

The first step in the process is a review of the candidate's application file by the department's tenured faculty members, who comprise the APT Committee. In the event a department does not have at least three (3) faculty members eligible to vote, the Dean, in consultation with the tenured faculty, shall establish an ad hoc APT committee of tenured faculty in the same or related field as the candidate; the ad hoc committee members may be from the same or from a different school/college as the candidate.

The departmental review will observe the following procedures, completing the review within three (3) weeks of the Department Chair having received the full application file from the candidate:

- 1) The Department Chair informs the members of the APT Committee that the completed application file of a candidate for promotion and/or career status is available for their review.
- 2) Following review of the candidate's file by the department's APT Committee, the department's APT Committee chair will call a meeting of the APT Committee, excluding the Department Chair, for the announced purposes of (a) evaluating the candidate's performance in the areas of faculty responsibility in the relevant criteria for promotion to the NTRT faculty rank the candidate is seeking and/or career status and (b) voting whether or not to recommend promotion and/or career status.
- 3) The department's APT Committee chair will record the vote and transmit the results and the required evaluative statement of the candidate's performance, along with the application file to the Department Chair.
- 4) The Department Chair will (a) perform an independent evaluation of the candidate's performance in the areas of faculty responsibility in the relevant criteria for promotion to the NTRT faculty rank the candidate is seeking and/or career status, (b) recommend to the Dean whether or not the candidate merits promotion and/or career status, and (c) include an evaluative statement of the candidate's performance.

Within one (1) academic week (i.e., one business week excluding University closures/holidays) of completing the departmental review, the Department Chair will communicate to the candidate in

writing the results of the evaluation. In cases where either of the recommendations (the APT Committee's or the Department Chair's) is negative, the communication will explain within the limits required to preserve confidentiality the reasoning behind the negative recommendation(s) and inform the candidate that he or she may request reconsideration.

If the candidate wishes to have any negative department recommendation reconsidered, the candidate shall respond to the Department Chair, in writing, within two (2) academic weeks of receiving this explanation. In the written request for reconsideration, the candidate may address any issue that he or she deems appropriate and may also present new information in support of the request for reconsideration.

The department has two (2) academic weeks to reconsider. In cases where the APT Committee's original recommendation was negative, after reviewing the request for reconsideration, it will conduct a second vote. By the end of the two-week period, the Department Chair will communicate the results of the reconsideration, with an appropriate explanation to the candidate.

Upon completion of the departmental review, including any requests for reconsideration, the Department Chair shall forward to the Dean the original application file with its supporting documentation (including the letters of external reviewers), the recommendations of the department APT Committee and the Department Chair, as well as all correspondence and recommendations resulting from a request for reconsideration by the deadline stipulated in the Provost's annual review calendar.

In schools that are not organized into departments, the school-wide APT committee conducts the first-level review and forwards its evaluation statement of the candidate's performance along with the results of its vote to the Dean. The Dean's review as well as the process and timeline governing requests for reconsideration are the same as those described in Section C2.2.4.4, below.

C2.2.4.4 School/College Level Review, Recommendation and Reconsideration

After the department's initial review, recommendation, and reconsideration (if any) are completed, the recommendations are reviewed by the school/college Dean and APT Committee. The school/college APT Committee is comprised of tenured faculty members holding the faculty rank of Professor or Associate Professor; however, each school/college may further restrict the membership through its Bylaws, subject only to approval by the Board of Trustees. The school/college APT Committee will not include Department Chairs, Deans (Assistant, Associate, and full), or any faculty member from the candidate's home department. In the event a school/college APT Committee does not have at least three (3) faculty members eligible to vote, the Dean, in consultation with the faculty, shall establish an ad hoc committee of faculty in the same or related area as the candidate. The ad hoc committee members may be from the same or a different school/college as the candidate. After review, the school/college APT Committee will submit its recommendation to the Dean. The Dean will then conduct a review of the application file and all accompanying recommendations and render an independent recommendation. Within six (6) academic weeks of receiving the application file from the department, the Dean will notify the candidate and the department of the results of the school/college level review in writing. If the recommendation of the APT Committee or the Dean is negative, the Dean's notice will also

explain—within the limits required to preserve confidentiality—the reasoning behind the negative recommendation(s) and inform the candidate that he or she has the right to request reconsideration.

Within two (2) weeks of receipt of the Dean’s notice, a candidate who wishes to request reconsideration will do so in writing, setting forth in detail the grounds for the reconsideration request. Within two (2) weeks of receiving the reconsideration request, the Dean and/or the school/college APT committee will consider the evidence, conduct a new vote (if necessary), and the Dean will inform the candidate and the department of the final recommendation. In the case of a negative reconsideration decision, the Dean shall advise both the candidate and the department of their right to request a review by the Faculty Grievance Commission.

C2.2.4.5 Request for Review by the Faculty Grievance Commission (FGC)

If the final recommendation of either the Dean or the school/college APT Committee is negative, the candidate, the department, or the candidate and the department in concert, may file a request for a review by the Faculty Grievance Commission before the recommendation is forwarded to the Provost for review. Final action by the Provost will be held in abeyance until the FGC grievance review process is concluded, or up to one year from the date of the Dean or the school/college APT Committee recommendation, whichever is shorter. If necessary, the faculty member shall be given an appointment extension for up to one year during the period of abeyance. This appointment shall be for one semester or, if necessary, for one year. In these cases, the extension shall be with pay.

The grounds for such a request for FGC review and the procedures for the FGC’s review are detailed in Section F3 below.

C2.2.4.6 University Level Review and Recommendation

Following the school/college review and the conclusion of all requests for reconsideration and FGC review, the Dean will forward the complete application file, as well as all recommendations produced at the departmental and the school/college levels, along with all other documents pertinent to the case, to the Provost. The Provost will review and evaluate the application file and submit a recommendation to the President.

Within seven (7) academic weeks of receiving the candidate’s completed file, the Provost will notify the Dean of the President’s final decision.

The President will present to the Board of Trustees for approval the candidates recommended for promotion and/or career status. Following the Board’s approval, the President will notify the candidate and the Dean. In cases where the President does not recommend a candidate to the Board for approval, the President or his/her designee will explain to the candidate and the Dean, within the limits set by the need to preserve confidentiality, the reasons for the negative recommendation.

C2.2.4.7 Procedures for NTRT Promotions to the Rank of Professor

The procedures and timetable are the same as those outlined above in Sections C2.2.4.1 - C2.2.4.6 for promotions at lower NTRT ranks; the only procedural difference involves the composition of the department and the school/college APT committees.

The department APT Committee reviewing applications for NTRT promotions at the rank of professor (specifically, applications for promotion to the rank of Biomedical Research Professor and applications for promotion to the rank of Clinical Professor) shall consist of at least two (2) tenured full Professors and all tenured faculty members in the department. In the event a department does not have at least three (3) faculty members eligible to vote, the Dean, in consultation with the tenured faculty, shall establish an ad hoc committee of tenured faculty in the same or related area as the candidate; the ad hoc committee members from outside the department may be from the same or a different school/college as the candidate, but each must be a tenured full Professor.

The school/college APT Committee reviewing applications for promotion to the rank of Biomedical Research Professor and applications for promotion to the rank of Clinical Professor shall consist of tenured full Professors only, and will not include Department Chairs, Deans (Assistant, Associate, and full), and members of the candidate's department. In the event a school/college APT Committee does not have at least three (3) faculty members eligible to vote, the Dean, in consultation with the tenured faculty, shall establish an ad hoc committee of tenured faculty in the same or related area as the candidate; the ad hoc committee members may be from the same or from a different school/college as the candidate, but each must be a tenured full Professor.

C2.3 Temporary Faculty Positions

C2.3.1 Search Procedures for Temporary Faculty Positions

In principle, the University's commitment to excellence is best expressed by careful and extensive searches designed to find the best qualified persons to fill faculty positions. A diversity of background, experiences, and viewpoints is considered to be an element of strength in a faculty.

Search processes may vary depending on whether the school or college contains departments. In schools and colleges with departments, the processes generally follow the guidelines below. In schools that do not contain departments, these processes are as specified in the school's Bylaws or other approved procedural document.

The search process for an individual to fill a temporary faculty position shall be as follows:

- 1) When the Department Chair sees the need to fill a vacant temporary position or to create a new temporary position, the Department Chair requests authorization from the appropriate Dean to initiate the search.
- 2) The Department Chair, usually assisted by members of the faculty, identifies one or more individuals who possess the key qualifications to fill the position, specifically with regard to specialization and teaching ability and experience. These individuals are interviewed by the Department Chair and members of the APT committee, and a decision is made to hire the person best qualified to fill the position.
- 3) In every search, individuals shall be recruited and recommended for appointment without regard to race, color, religion, national origin, sex/gender, sexual orientation, disability, age, gender identity, gender expression, non-conformance with gender stereotypes,

appearance, political beliefs, veteran status, family status and responsibilities, marital status, genetic information, unemployment status, or any other characteristic protected by Federal and/or District of Columbia law.

- 4) The Department Chair makes a written offer to the person setting forth the terms and conditions of the faculty appointment. Such offers are conditional, pending approval by the Provost at the conclusion of the appointment recommendation process described in Section C2.3.2.

The decisions of the Department Chair, Dean, and Provost regarding initial appointments are final, and are not subject to any grievance procedure.

- 5) The person accepts the offer.

It may become necessary for a proposed or existing search committee member to decline participation or recuse themselves if there exists a potential or existing conflict of interest or lack of impartiality. In such cases, the Chair of the Search Committee and/or the committee members may raise the concern regarding a conflict or impartiality, and the Chair of the Search Committee may request recusal of the affected committee member. If requested by the affected committee member, the administrator responsible for the constitution of the committee (e.g., Department Chair, Dean) will review the matter and make a final determination of whether recusal is required.

C2.3.2 Appointment Procedures for Temporary Faculty Positions

The appointment of an individual to a temporary faculty position shall be as follows:

- 1) The Department Chair requests a vote from the APT Committee to hire the person who has been identified. The APT committee submits the results of the vote and its written evaluation of the candidate's qualifications to the Department Chair.
- 2) The Department Chair evaluates the candidate's application file and develops a separate recommendation.
- 3) The written recommendations, together with the prospective faculty member's application file, are forwarded to the appropriate Dean.
- 4) The Dean seeks the recommendation of the school/college APT Committee. The Dean's recommendation, together with all prior recommendations and the prospective faculty member's application file, is forwarded to the Provost for review and final decision.
- 5) Following final approval, the Provost will notify the candidate of the appointment, enclosing the candidate's employment contract.

In schools without departments, the school-wide APT committee initiates the recommendation to appoint, which is then forwarded to the Dean, unless otherwise specified in the school's Bylaws. If the recommendation is not to appoint and the Dean concurs, the matter is closed. In all other cases, the Dean will prepare a recommendation to accompany the APT committee's recommendation to the Provost for final decision.

C2.3.3 Reappointment of Temporary Faculty

Reappointment recommendations are usually initiated by the Department Chair, after consulting with the department APT Committee. If both the Department Chair and the department APT Committee decide not to recommend reappointment, no written recommendation will be generated and the matter is closed (subject to the notice of non-reappointment proviso in Section C2.4, immediately below). If either the chair or the department APT Committee recommends reappointment, both the chair's recommendation and the department APT Committee's recommendation are forwarded to the Dean with appropriate documentation. The Dean then obtains a recommendation from the school/college APT Committee, adds the Dean's recommendation, and forwards the entire file to the Provost, whose decision is final.

In schools without departments, the school-wide APT committee initiates the recommendation to reappoint which is then forwarded to the Dean, unless otherwise specified in the school's Bylaws. If the recommendation is not to reappoint and the Dean concurs, the matter is closed, provided that the candidate was timely notified of the decision not to reappoint. In all other cases, the Dean will prepare a recommendation to accompany the APT committee's recommendation to the Provost for final decision.

C2.4 Standards for Notice of Non-Reappointment

Notice of non-reappointment of non-tenured faculty members must be provided as follows:

- 1) For probationary tenure-track faculty members, at least 12 months (365 calendar days) prior to the expiration date of the current appointment.
- 2) For NTRT faculty members, at least 12 months (365 calendar days) prior to the expiration date of the current appointment.
- 3) For full-time temporary faculty members, not later than six months prior to the end of the current appointment.

Failure on the part of the University to provide timely notification of non-reappointment shall entitle the faculty member to an appointment limited to one (1) academic year for probationary tenure-track faculty members and NTRT faculty members and to one (1) semester for full-time temporary faculty members.

Late notice does not entitle the faculty member to tenure by default or to continued employment beyond what is necessary to observe the relevant notification requirement.

C2.5 Administrative Appointments

The functions, titles, and status of such academic administrators as the Provost, Vice Presidents, Associate and Assistant Provosts, Deans, Associate and Assistant Deans, Department Chairs, and Associate, Assistant and Vice Chairs shall be distinct from their functions, titles, and status, if any, as members of the faculty. Academic administrators may hold faculty rank and tenure; however, appointment to an academic administrative position does not, by itself, convey either tenure or faculty status, and no academic administrator holds tenure as an administrator.

Deans, Associate Deans, and Department Chairs normally hold tenure within a department (or, in schools not organized into departments, within the school), and they retain their faculty status while serving in the administrative role. Although their administrative responsibilities preclude them from participating in all the responsibilities of faculty members, they may continue to teach, and they may also apply for promotion just as any other qualified faculty member may. Upon leaving an administrative position, they may resume full-time faculty responsibilities at their tenured rank in an appropriate academic unit. Academic administrators in the colleges of the health sciences who hold appointments as Clinical Educators retain their faculty status while serving in the administrative role and may resume full-time faculty responsibilities at their Clinical Educator rank in an appropriate academic unit upon leaving an administrative position.

An academic administrator without faculty status at the time of the initial administrative appointment may be appointed to a faculty position only after having been reviewed by the appropriate departmental and school/college APT committees and administrators according to the procedures described above in Section C2 (specifically, according to C2.1 for a tenure-line faculty position, C2.2 for an NTRT faculty position, or C2.3 for a temporary faculty position), and approved by the Provost or by the President and Board of Trustees, as the case may be.

Section C3: Resignation

Resignation is a permanent action in which a faculty member voluntarily seeks to be released from employment at the University. Except in unusual circumstances, resignations from the faculty become effective at the end of the academic year. To allow the academic unit to prepare for the loss of the faculty member, the faculty member should notify the Department Chair or the Dean that the faculty member intends to resign, in writing, as early as possible.

Section C4: Retirement and Related Rights

The customary retirement date for eligible retirees at Howard University is June 30. Early retirement may be requested at least 30 days in advance of the proposed retirement date, provided that the sum of one's age (figured to the nearest one-twelfth of a year) plus the number of years of credited service equals or exceeds 70.

There shall be no presumption of reappointment after retirement, and any such reappointment shall be on a temporary basis for renewable terms not to exceed one (1) year at a time.

Although no faculty member will acquire new rights or privileges within the University upon retirement, certain rights and privileges to which the faculty member was entitled prior to retirement are extended as follows:

- 1) When a retired faculty member is actively engaged in productive scholarship, the University will use reasonable efforts to furnish the faculty member office space as well as assistance from the department administrative staff. However, such space and/or assistance will be granted only if it is available; priority consideration will always be given to the University's full-time and part-time faculty.

- 2) Retired faculty members may file research or travel grant applications. Consent from the appropriate Department Chair or Dean must be obtained prior to submission of any such application. An application will be transmitted further only if the Provost determines that the proposed research project or travel has merit, has the potential to be completed, and that the University has available office and laboratory space for the candidate to utilize. In the event the University is experiencing a shortage of such space, priority will be given to the University's full-time and part-time faculty.
- 3) Upon express invitation from the Dean, retired faculty members may attend meetings of their former departments and schools/colleges and/or participate in the work of the department or school/college committees. However, only those individuals with active faculty status, as identified by current temporary appointment, may vote in these meetings. These individuals can only vote in accordance with the voting rights attendant to that status, as provided by the Board-approved school/college Bylaws. Retired faculty members may participate in University convocations with appropriate academic attire.
- 4) Retired faculty members may attend Faculty Senate meetings.
- 5) Retired faculty members may continue to avail themselves of library use privileges enjoyed by members of the full-time and part-time faculty. They may also apply for access to library space for purposes of conducting research.
- 6) Retired faculty will be listed in the University telephone directory, if they so desire.
- 7) Retired faculty will continue to receive the Howard Magazine and special reports from the University.
- 8) After retirement, a faculty member will be issued a new Howard University identification card upon request, identifying the faculty member as a retiree. The retired faculty member will retain access to a variety of events, facilities, and services that require the card for admission or access.
- 9) Faculty tuition remission benefits are continued to those eligible for such benefits at the time of retirement consistent with University tuition remission policies. If a dependent is pursuing a degree program under the tuition remission plan currently in force at the time of retirement, such benefits will continue in accordance with the policies governing this plan and will be subject to the plan's limitations.

Section C5: Separation of Faculty Due to Financial Exigency

A financial exigency is defined as an imminent fiscal crisis that will result in grave or irreparable harm to the quality of educational or research programs at the University, and which requires termination of faculty appointments to alleviate it. A financial exigency should not be declared merely as an opportunity to engage in academic reform.

C5.1 Declaration of a State of Financial Exigency

A financial exigency will be declared by a majority of the members of the Board of Trustees of the University, in accordance with the policies and procedures recommended by the President and approved by the Board of Trustees.

C5.2 Development of a Plan of Action

Upon the Board's declaration of a financial exigency, the President will appoint a financial exigency advisory committee, which will include members selected by the Faculty Senate, to assist with the development of a plan of action to address the exigency. The President shall determine the composition and specific charge of the committee after consultation with the Faculty Senate such that faculty representatives should be selected by the faculty according to procedures determined by the faculty.

The following principles will be adhered to in the development of the financial exigency plan of action:

- 1) The responsibility of the faculty in matters of general educational policy will be recognized, and consideration will be given to faculty judgments regarding the best response to the exigency.
- 2) No faculty member with tenure will be terminated unless all faculty members without tenure in the academic department, unit or program designated for retrenchment have been terminated.

The President shall present a plan of action to the University community, the Faculty Senate, and the Board of Trustees in a timely manner.

C5.3 Notification to Faculty Members

All tenured faculty members terminated for reasons of financial exigency will be terminated at the end of the academic year in which termination notice is given. To the extent that termination notice of less than 120 calendar days is given, compensation will be paid in order to ensure that the terminated faculty member shall receive a total of 120 days' pay after receipt of the notice of termination. The written notice of termination must include a statement of the faculty member's right to respond and/or to present his or her case to the Faculty Grievance Commission.

C5.4 Rights of Tenured Faculty Members in the Event of Financial Exigency

Before terminating the appointment of a tenured faculty member for reasons of financial exigency, every reasonable effort shall be made to find another suitable position for the faculty member within the University. Departmental transfers may be made, if mutually acceptable, and the President (or the President's designee) will work with the affected parties to achieve an agreeable accommodation. Faculty retraining may be provided if such retraining will prepare the faculty member to perform duties associated with another University position within a reasonable period of time. Faculty members meeting age and service requirements, as determined by the Board of Trustees, will be given the option to retire early.

A tenured faculty member terminated for reasons of financial exigency shall receive 120 days' pay, retain University e-mail privileges for one (1) year, and will be allowed to participate in the University group health insurance program, consistent with the University's insurance plan, for up to 18 calendar months following the date of termination, unless a different period is required by law. The faculty member is entitled to other rights and benefits of terminated employees as may be specified by the Board of Trustees.

C5.5 Other Rights Pertaining to All Faculty in the Event of Financial Exigency

Faculty members terminated for reasons of financial exigency will have the opportunity to receive counseling services regarding employment opportunities outside the University. If a program that has undergone significant reduction or elimination as a result of financial exigency is reinstated or strengthened by reinstating full-time employees within three (3) years after termination of the state of financial exigency, tenured faculty terminated as a result of said reduction or termination will have the right to be reinstated, if positions are available, before new faculty are hired.

Under established policies and procedures, a faculty member whose appointment is terminated for reasons of financial exigency has the right to submit a grievance to the FGC.

C5.6 Financial Exigency Sunset Provisions

A declaration of financial exigency is valid for a period fixed by the Board of Trustees. In any case, after a period of one (1) year from the date of declaration of a financial exigency, the status of the University should be reviewed by both the President and the financial exigency advisory committee, and a report should be issued to the Board of Trustees containing recommendations for appropriate action.

Chapter D: Faculty Tenure, Promotion and Evaluation

Section D1: Purpose and Definition of Academic Tenure

The tenure system consists of rules, policies and procedures that enable an academic institution's scholars to enjoy a continuity of existence to pursue knowledge and to disseminate their findings among students, colleagues, and other interested groups both inside and outside of the institution. It is through these pursuits that tenured faculty members (and persons on probationary tenure-track appointments) uphold the principle of academic freedom that all other members of the University community enjoy. The tenured and tenure-track members of the faculty are the heirs and custodians of the institution's academic and research programs, maintaining and enriching the past legacy for the future benefit of students, faculty members, Howard University, and society at-large.

The tenure system enables Howard University and other similar institutions of higher learning to maintain a permanent faculty that helps to fulfill the following obligations of the academy to contemporary society:

- 1) The discovery and dissemination of new knowledge;
- 2) The communication of that knowledge to students and the cultivation of the understanding and skills needed to enable students to engage productively in the further pursuit of knowledge;
- 3) The preparation of students for entry into professions that require a systematic body of specialized knowledge; and
- 4) The performance of service to the larger community — locally, nationally, and internationally.

In intellectual matters, a University faculty is not merely an assemblage of individual scientists, teachers, and scholars; it must possess a collective presence and create an atmosphere that stimulates the work of colleagues and students. Faculty members depend on the University's provision of a tenure system for the effective fulfillment of their responsibilities in the areas of scholarship (research and creative works appropriate to the discipline), teaching, and service. The tenure system ensures the presence and continuity of a distinguished core of faculty members (tenure recipients) whose proven records of fulfilling those responsibilities at the highest level help to sustain the intellectual community of the University.

D1.1 Basic Principles of the Tenure System

A faculty member who has received tenure has a continuous appointment, made by the Board of Trustees, which extends until resignation, retirement or death, subject only to termination for just cause or financial exigency. In the event of termination for just cause or financial exigency, tenure entitles a faculty member to a grievance proceeding as provided in Chapters E and F of this Handbook. Tenure ends at retirement. Appointments to the faculty after retirement are on a temporary basis and are mutually agreed on by the individual faculty member and the appropriate administrators at the school/college level and approved by the Provost.

The choices the University makes in granting tenure are crucial to its goals of maintaining academic excellence. A decision to grant tenure must reflect an assessment of high academic and

professional competence and performance measured against University (i.e., departmental, school, college, and University-wide) standards and recommendations by external reviewers from peer institutions. The award of tenure is based on a thorough evaluation of the candidate's total contribution to the University. In the same spirit, tenure shall not be granted by default or simply by virtue of an individual's having served to the limit of the probationary period prescribed for his or her rank.

A decision to grant tenure is a deliberate action indicating that the candidate has been selected as a member of the permanent faculty because of demonstrated high-quality performance and relative merit as a function of the school/college criteria. An award of tenure is based on a thorough evaluation of the candidate's total contribution to the University. Basic competence or mere satisfactory performance in itself is not sufficient to justify granting tenure.

In addition to the candidate's professional qualifications, other considerations, including the particular needs of the department and the changed circumstances of the University, may be taken into account in recommendations to award tenure. Therefore, a decision not to grant tenure does not necessarily reflect an unfavorable judgment of the candidate. A probationary tenure-track faculty member has no contractual right to receive tenure.

D1.2 Authority to Award Tenure

Tenure is awarded only by the Board of Trustees of the University, upon the recommendation of the President, who is guided by the judgment of the tenured faculty committees and the responsible officials in the prior levels of APT review.

Section D2: Standards and Procedures for Reappointment, Promotion, and Tenure

D2.1 General Criteria for Appointment, Promotion, and Tenure (APT Criteria)

In the interest of maintaining quality, every academic unit is required to reevaluate, and, as necessary, to revise the criteria for faculty appointments, tenure, and promotion contained in the Board-approved Bylaws of the school or college at a minimum of every five years. Faculty members on probationary tenure-track appointments will be evaluated for promotion and tenure according to the criteria communicated to them at their initial appointment. While specific responsibilities of faculty members may vary because of special assignments or the particular mission of an academic department or school/college, all evaluations shall address each candidate's performance in the broad areas of teaching, scholarship, and service.

D2.2 Discipline-Specific APT Criteria

The tenured faculty, in cooperation with the Department Chair and the Dean, will develop the criteria for appointment, promotion, and tenure that are specific to and appropriate for the varied and diverse academic units of the University. Each department shall coordinate with its Office of the Dean to formulate discipline-specific APT criteria that are consistent with the governing Board-approved APT criteria and Bylaws of the college or school, as well as the Faculty Handbook. The school/college criteria for the award of tenure are subject to review by the Provost and the President, and approval by the Board of Trustees.

D2.3 Criteria for Tenure

The award of tenure is based on a thorough evaluation of a candidate's total contribution to Howard University. Tenure shall not be granted by default or simply by virtue of a candidate's having served to the limit of the probationary period prescribed by the candidate's rank. Likewise, basic competence or mere satisfactory performance in itself is not sufficient to justify granting tenure. The choices the University makes in granting tenure are crucial to its goals of maintaining academic excellence.

Tenure is awarded to faculty members who have achieved excellence in carrying out their faculty responsibilities and demonstrated promise for continued achievement. The responsibilities of a faculty member fall into three major categories: teaching, scholarship (including peer-reviewed research publications or peer-reviewed exhibits of creative work in disciplines where this type of peer-reviewed scholarship is the norm), and service. More specifically, required are high academic and professional competence and performance measured against Howard University (at all levels: department, school/college, and University) and external discipline-specific standards. The decision to grant tenure is a deliberate action indicating that the candidate has been selected as a member of the tenured faculty of Howard University because of demonstrated high-quality performance and relative merit.

D2.4 Tenure Clock Extensions

Under normal circumstances, the maximum probationary period for tenure-track Assistant Professors is seven (7) years from the start of the tenure-track appointment, with the pre-tenure review in the third year and the mandatory review for tenure and promotion occurring in the sixth year. The maximum probationary period for tenure-track Associate Professors is five (5) years, with the mandatory review for tenure in the fourth year. The maximum probationary period for tenure-track full Professors is three (3) years, with the mandatory review for tenure in the second year. In certain circumstances, however, the tenure clock may be stopped, and an extension may be granted beyond the customary maximum probationary periods.

Probationary tenure-track faculty members may request a one-year stoppage of the tenure clock for life events that may significantly interfere with their ability to achieve promotion and/ or tenure within the conventional time frames. Such life events include, but are not limited to, the following:

- 1) The addition of a child into the family's household. If both parents are probationary tenure-track faculty members, each is eligible for a one-year tenure-clock extension;
- 2) A serious health condition (as defined in the Federal and District of Columbia Family and Medical Leave Acts) of the faculty member, or of a domestic partner or family member for whom the faculty member acts as the primary caregiver;
- 3) The death of a parent, child, spouse, or domestic partner;
- 4) Active military service during the period of deployment;
- 5) Unforeseen circumstances that adversely affect the faculty member's ability to conduct scholarly work or fulfill other faculty responsibilities.

The procedure for requesting the extension is as follows. Interested persons must submit a written request to the chair of their department (or Dean of their school/college in schools without

departments) explaining the underlying circumstances. The Department Chair shall forward the written request and a recommendation to the Dean. The Dean shall forward the written request and the Dean's recommendation, along with that of the Department Chair (where applicable), to the Provost for final decision. In cases of unforeseen circumstances, the candidate may request that the Department Chair/Dean seek input from the APT committee, in which case the Department Chair/Dean will reference that input in the recommendation that goes forward. Such requests for tenure clock extensions must be made as soon as practicable once the impact of the relevant circumstance(s) has been identified. The Provost will decide the merits of the case within two (2) weeks of receiving the request and the accompanying recommendations. Seeking a tenure clock extension does not obligate the faculty member to exhaust the duration of the probationary period before requesting tenure review. Upon the granting of a tenure clock extension, the Office of the Provost shall issue a memorandum to the candidate, copying the Dean, Department Chair (where applicable), and APT Committee Chair(s), appropriately adjusting the candidate's maximum probationary period and noting the new mandatory tenure application submission deadline.

If a faculty member experiences a life event during the first two years of a probationary tenure track appointment, those circumstances should be taken into consideration during the pre-tenure review, but the pre-tenure review is not delayed except upon recommendation of the Dean and the approval of the Provost.

Each tenure-track faculty member is limited to two (2) one-year extensions during his or her probationary period, except as required by law. No more than one year of tenure-clock extension will be approved per person for any single life event. Tenure clock extensions will not be granted to faculty members who have already been notified that they will not be recommended for reappointment, promotion, or tenure, or who are in the terminal year of their probationary period. Likewise, tenure-clock extensions will not be granted to faculty members solely due to failure on their part to timely submit an application for tenure, promotion, or reappointment.

The request for, and granting or denial of, a tenure-clock extension is independent from any requests for leave made by the faculty member for the same life event(s).

The granting of a tenure clock extension does not imply any guarantee of reappointment, promotion, or tenure. The existence of this policy does not preclude or prevent a faculty member from being terminated before the end of her/his term consistent with the Faculty Handbook and/or any Federal or District of Columbia laws.

D2.5 The Application for Tenure

The Provost shall announce the annual timeline for the tenure review process well in advance of the application submission deadline to enable candidates to assemble their portfolios. The timeline shall include deadlines for actions at the respective levels of review, with clear specifications of the points at which candidates may request reconsideration of negative recommendations and submit a grievance to the Faculty Grievance Commission. As a general principle, no individual may participate in the review of or vote on an application at more than one level.

Each candidate for tenure will assemble a portfolio of supporting documentation and submit it to the Department Chair (or the Dean in the Schools of Divinity, Law, and Social Work) by the

announced deadline. The portfolio shall contain a completed “Faculty Application for Appointment, Promotion and/or Tenure” form, available from the Office of the Provost and a current curriculum vitae. Following the section headings of the application form, each portfolio will document the candidate’s record in the areas of teaching, scholarship, and service. While different information may be relevant or appropriate to various fields, in general this documentation should address the candidate’s:

- 1) **Educational and professional qualifications:** besides a complete and current curriculum vitae containing information of past educational and professional experience, this documentation may include copies of relevant certificates and awards, copies of performance evaluations given to the candidate since his or her last change in faculty rank or tenure status, and any other relevant professional material that the candidate wishes to be considered in the tenure review process;
- 2) **Teaching experience:** this should include copies of course syllabi and other materials, as well as descriptions of courses taught; results of student course evaluations are required; evaluations of the candidate’s classroom performance, conducted by faculty colleagues and Department Chairperson should also be included;
- 3) **Scholarship:** copies of research publications or evidence of creative work appropriate to the candidate’s academic field or discipline; evidence of externally sponsored research grants, contracts, or awards; copies of presentations at conferences, seminars or symposia; and status reports on any work that is under review for publication or presentation should be included;
- 4) **Service:** evidence of service to the department, the school/college, the University, and the wider community should be included, as should evidence of leadership in professional associations and participation in other professional activities such as serving on editorial boards and reviewing manuscripts and grant applications.

Each candidate for tenure will include with the application the names of two external reviewers. The reviewers must be persons external to Howard University, who are experts in the candidate’s area of research or creative production and who are affiliated with a research University or comparable institution (e.g., federal agencies, policy institutes, national professional organizations). Each external reviewer shall be, or have been, tenured and, at a minimum, shall have attained the academic rank for which the candidate is applying (or hold an equivalent position of status within a comparable institution). For example, each external reviewer for a candidate applying for promotion to the rank of Associate Professor should hold the rank of tenured Associate Professor (or its equivalent) or higher. Each external reviewer for a candidate applying for promotion to the rank of Professor should hold the rank of tenured Professor (or its equivalent).

After completing the application form and assembling the supporting documentation, the candidate submits the entire portfolio in electronic form to the administrator of the local academic unit (the Department Chair or, in schools without departments, the Dean).

D2.6 The Review Process

Upon receipt of the application for tenure, the Department Chair will contact four (4) external reviewers (two recommended by the candidate and two by the department) to determine their ability to participate in the evaluation process on the prescribed timeline. The reviewers must be

persons external to the University, who are experts in the candidate's discipline and who are affiliated with research universities or comparable institutions. As indicated in Section D2.5 above, each external reviewer shall be, or have been, tenured and, at a minimum, shall have attained the academic rank for which the candidate is applying (or hold an equivalent position of status within a comparable institution). The chief purpose of these letters is to obtain an objective evaluation of the candidate's scholarship.

The Department Chair will then forward the candidate'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 relevant criteria for tenure and/or promotion to the faculty rank the candidate is seeking.

Given their central importance to the overall process, faculty committees and administrators at every level of review must take the external evaluations into account before formulating their recommendations regarding the application.

D2.6.1 Department Level Review, Recommendation and Reconsideration

Since the decision to award tenure has far-reaching importance to the individual faculty member, the department, school/college, and the University, the first level of review (usually at the department level, but in schools without departments, at the school level) must be thorough. The first step in the process is a review of the candidate's file by the tenured members, who comprise the APT Committee. In the event a department does not have at least three (3) faculty members eligible to vote, the Dean, in consultation with the tenured faculty, shall establish an ad hoc APT committee of tenured faculty in the same or related field as the candidate; the ad hoc committee members may be from the same or from a different school/college as the candidate.

The departmental review will observe the following procedures, completing the review within three (3) weeks of having assembled the full application file:

- 1) The Department Chair informs the members of the APT Committee that the completed file of a candidate for promotion with tenure is available for their review.
- 2) Following review of the candidate's file by the department's APT Committee, the department's APT Committee chair will call a meeting of the APT Committee, excluding the Department Chair, for the announced purposes of evaluating the candidate's performance in the three areas of teaching, scholarship, and service and voting whether or not to recommend tenure and promotion.
- 3) The department's APT Committee chair will record the vote and transmit the results and the required evaluative statement of the candidate's performance, along with the application file to the Department Chair.
- 4) The Department Chair will perform an independent evaluation of the candidate in the three areas, recommend to the Dean whether or not the candidate merits tenure (and promotion), and include an evaluative statement of the candidate's performance.

Within one (1) academic week (i.e., one business week excluding University closures/holidays) of completing the departmental review, the Department Chair will communicate to the candidate in writing the results of the evaluation. In cases where either of the recommendations (the APT

Committee's or the chair's) is negative, the communication will explain within the limits required to preserve confidentiality the reasoning behind the negative recommendation(s) and inform the candidate that he or she may request reconsideration.

If the candidate wishes to have any negative department recommendation reconsidered, the candidate shall respond to the Department Chair, in writing, within two (2) academic weeks of receiving this explanation. In the written request for reconsideration, the candidate may address any issue that he or she deems appropriate and may also present new information in support of the request for reconsideration.

The department has two (2) academic weeks to reconsider. In cases where the APT Committee's original recommendation was negative, after reviewing the request for reconsideration, it will conduct a second vote. By the end of the two-week period, the Department Chair will communicate the results of the reconsideration with an appropriate explanation to the candidate.

Upon completion of the departmental review, including any requests for reconsideration, the Department Chair shall forward to the Dean the original application file with its supporting documentation (including the letters of external reviewers), the recommendations of the department APT Committee and the chair, as well as all correspondence and recommendations resulting from a request for reconsideration by the deadline stipulated in the Provost's annual review calendar.

In schools that are not organized into departments, the school-wide APT committee conducts the first-level review and forwards its evaluation statement of the candidate's performance along with the results of its vote to the Dean. The Dean's review as well as the process and timeline governing requests for reconsideration are the same as those described in Section D2.6.2, below.

[D2.6.2 School/College Level Review, Recommendation and Reconsideration](#)

After the department's initial review, recommendation, and reconsideration (if any) are completed, the recommendations are reviewed by the school/college Dean and APT Committee. The school/college APT Committee is comprised of tenured faculty members holding the faculty rank of Professor or Associate Professor; however, each school/college may further restrict the membership through its Bylaws, subject only to approval by the Board of Trustees. The school/college APT Committee will not include Department Chairs, Deans (Assistant, Associate, and full), or any faculty member from the candidate's home department. In the event a school/college APT Committee does not have at least three (3) faculty members eligible to vote, the Dean, in consultation with the tenured faculty, shall establish an ad hoc committee of tenured faculty in the same or related area as the candidate. The ad hoc committee members may be from the same or a different school/college as the candidate. After review, the school/college APT Committee will submit its recommendation to the Dean. The Dean will then conduct a review of the application file and all accompanying recommendations and render an independent recommendation. Within six (6) academic weeks of receiving the application file from the department, the Dean will notify the candidate and the department of the results of the school/college level review in writing. If the recommendation of the APT Committee or the Dean is negative, the Dean's notice will also explain—within the limits required to preserve

confidentiality—the reasoning behind the negative recommendation(s) and inform the candidate that he or she has the right to request reconsideration.

Within two (2) weeks of receipt of the Dean’s notice, a candidate who wishes to request reconsideration will do so in writing, setting forth in detail the grounds for the reconsideration request. Within two (2) weeks of receiving the reconsideration request, the Dean and/or the school/college APT committee will consider the evidence, conduct a new vote (if necessary), and the Dean will inform the candidate and the department of the final recommendation. In the case of a negative reconsideration decision, the Dean shall advise both the candidate and the department of their right to request a review by the Faculty Grievance Commission.

D2.6.3 Request for Review by the Faculty Grievance Commission (FGC)

If the final recommendation of either the Dean or the school/college APT Committee is negative, the candidate, the department, or the candidate and the department in concert, may file a request for a review by the Faculty Grievance Commission before the recommendation is forwarded to the Provost for review. Final action by the Provost will be held in abeyance until the FGC grievance review process is concluded, or up to one year from the date of the Dean or the school/college APT Committee recommendation, whichever is shorter. If necessary, the faculty member shall be given an appointment extension for up to one year during the period of abeyance. This appointment shall be for one semester or, if necessary, for one year. In these cases, the extension shall be with pay.

The grounds for such a request for FGC review and the procedures for the FGC’s review are detailed in Section F3 below.

D2.6.4 University Level Review and Recommendation

Following the school/college review and the conclusion of all requests for reconsideration and FGC review, the Dean will forward the complete application file, as well as all recommendations produced at the departmental and the school/college levels, along with all other documents pertinent to the case, to the Provost. The Provost will review and evaluate the application file and submit a recommendation to the President.

Within seven (7) academic weeks of receiving the candidate’s completed file, the Provost will notify the Dean of the President’s final decision.

The President will present to the Board of Trustees for approval the candidates recommended for tenure and promotion. Following the Board’s approval, the President will notify the candidate and the Dean. In cases where the President does not recommend a candidate to the Board for approval, the President or his/her designee will explain, within the limits set by the need to preserve confidentiality, to the candidate and the Dean the reasons for the negative recommendation.

D2.6.5 Procedures for Promotion to Professor

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

The procedures, timetable, criteria and right to request reconsideration of a negative decision regarding promotion to tenured full Professor are the same as those outlined for the recommendation for tenure; the only procedural difference involves the composition of the department and the school/college APT committees.

The department APT Committee reviewing applications for promotion to full Professor shall consist of at least two (2) tenured full Professors and all tenured faculty members in the department. In the event a department does not have at least three (3) faculty members eligible to vote, the Dean, in consultation with the tenured faculty, shall establish an ad hoc committee of tenured faculty in the same or related area as the candidate; the ad hoc committee members from outside the department may be from the same or a different school/college as the candidate, but each must be a tenured full Professor.

The school/college APT Committee reviewing full Professor promotions shall consist of tenured full Professors only, and will not include Department Chairs, Deans (assistant and associate), and members of the candidate's department. In the event a school/college APT Committee does not have at least three (3) faculty members eligible to vote, the Dean, in consultation with the tenured faculty, shall establish an ad hoc committee of tenured faculty in the same or related area as the candidate; the ad hoc committee members may be from the same or from a different school/college as the candidate, but each must be a tenured full Professor.

[D2.6.6 Procedures for Initial Tenure-Line Appointments](#)

Recommendations for initial tenure-line appointments (whether tenured or probationary) will follow the same procedures at the departmental and school/college levels as described in this Chapter D for candidates who seek promotion and/or tenure, except that candidates for initial appointment may not request reconsideration of a negative recommendation, nor may they request review by the FGC.

Chapter E: Disciplinary Matters

The provisions of this Chapter E of the Faculty Handbook enumerate the grounds and procedures for disciplining faculty, including administrators who hold faculty positions. They provide notice to members of the University community of the basis for disciplining faculty and a process for resolving such matters that is intended to facilitate clear communication and graduated opportunities for correction and improvement. These provisions also provide a system for the timely resolution of disciplinary matters in order to facilitate the work and community of the University.

When an administrator receives information alleging that a faculty member, who the administrator supervises, failed to perform assigned duties, violated a University policy, or engaged in conduct that interferes with the effective operation of the academic unit or the University, the administrator should first speak with the faculty member to determine the veracity of the charge and its seriousness. However, in cases that involve alleged violations of the University's Non-Discrimination Policy and Procedures, Policy Prohibiting Sex and Gender-Based Discrimination, Sexual Misconduct and Retaliation (Title IX), or Research Misconduct Policy, the procedures for disciplinary action stated in those policies, up to and including suspension or termination, are followed instead of the procedures described in this section. The administrator is required to make the appropriate referral of such cases in a manner specified in the relevant policy.

If the administrator determines that the allegation lacks substance, the complainant may refer the matter to the next higher administrative level. The administrator shall make this determination within two months; and, in discussing the matter with the complainant, the administrator must be guided by the principles of confidentiality. Otherwise, no further action is required.

If, in the judgment of the administrator, the allegation has merit but it involves a minor infraction of faculty responsibilities or University policy, the administrator will seek to identify a mutually agreed upon resolution, which may include informal counseling (i.e., a discussion followed by a confirmation email or just an email counseling the faculty member not to continue to engage in the behavior). In this and in all similar conversations between the faculty member and an administrator, the faculty member may choose to be accompanied by a tenured faculty member. In the event of an informal counseling meeting, the administrator will notify the faculty member in advance of the purpose of the meeting and notify the faculty member that he or she may choose to be accompanied by a tenured faculty member. The appropriate resolution of disciplinary matters requires that all participants must be guided by the principles of confidentiality.

The following sections outline procedures for disciplinary actions involving either a written reprimand or a recommendation to impose a major sanction. Only faculty members who are tenured or probationary tenure-track, or who hold a non-tenured renewable term appointment, may request review of a recommended major sanction by the Faculty Grievance Commission. When a temporary faculty member (whether full-time or part-time, adjunct or affiliate) is recommended for a major sanction, the procedures governing the administration of a written reprimand described in Section E2 below will apply. Disciplinary procedures regarding faculty members in a collective bargaining unit are covered by the applicable collective bargaining agreement.

Faculty members who have been subjected to (a) disciplinary action imposed without use of or administered in a manner inconsistent with the procedures stated in this Handbook, (b) an

infringement of academic freedom, or (c) other action that adversely affects the terms or conditions of their employment may avail themselves of the grievance procedures as stated in Chapter F.

Section E1: Types of Disciplinary Sanctions

Disciplinary actions against a faculty member may include written reprimands, which may also require satisfying the terms of a corrective action plan, and the major sanctions of reduction in pay or rank, removal of teaching responsibilities, revocation of tenure, suspension (with or without pay), and termination for just cause.

As a general rule, the principle of graduated discipline shall apply, with the disciplinary action commensurate with the behavior. Written reprimands attempt to correct objectionable behavior without otherwise affecting the faculty member's rank, status or the terms and conditions of employment. Major sanctions involve actions that may affect the faculty member's rank, status, or the terms and conditions of employment.

A single incident involving a serious violation of University policies or procedures, a violation of local, state, or federal law, or behavior that suggests the faculty member may pose a risk to persons or property or which may expose the University to immediate legal liability, may warrant an immediate suspension pending further investigation and a formal recommendation. In these cases, the suspension may be with pay.

Section E2: Written Reprimands

If the allegation brought to the attention of the administrator of an academic unit involves neglect of faculty responsibilities or violation of University policies or one that was the subject of previous charges, the administrator may issue a written reprimand. The administrator will notify the faculty member of the charge(s) and the proposed sanction and provide an opportunity for discussion and, if possible, resolution. The faculty member may, but is not required to, request that the Executive Committee of the academic unit involved (department, school/college) review the matter and make a recommendation to the administrator before the reprimand is issued. If the sanction involves a corrective action plan, requiring participation in workshops or other appropriate professional development activities to achieve specifically stated goals and objectives, the notice will specify a timeline for completion and any other terms and conditions that apply. At the faculty member's request, the administrator will meet to discuss the proposed plan. The faculty member may be accompanied by a tenured faculty member. If the sanction involves a letter of reprimand, the administrator will meet with the faculty member to discuss its contents before issuing it.

A faculty member who receives a written reprimand may, within two (2) weeks from receipt of the communication, submit a written request for reconsideration which also will be incorporated into the file. If the faculty member has not previously sought review of that matter by the Executive Committee, the faculty member may, but is not required to, request that the Executive Committee review the matter and include a recommendation to be considered by the administrator. If the administrator decides to let the reprimand stand, the faculty member may request review by the next higher administrative authority, who will have two (2) weeks to make a decision and inform the faculty member and the relevant administrator in writing. The decision of the administrator who hears the appeal is final, and is not subject to grievance to the Faculty Grievance Commission.

Section E3: Major Sanctions

In light of the professional consequences, a recommendation to impose a major sanction is initiated by a Dean or by the Provost. Except in the serious cases that justify immediate suspension, a recommendation to impose a major sanction shall be preceded by discussions between the faculty member and the appropriate academic administrator(s) looking toward a resolution. The faculty member may be accompanied by a tenured faculty member. The President is the final decisional authority regarding the imposition of a major sanction.

The following grounds may lead to a recommendation for a major sanction if they are related, directly and substantially, to the fitness of faculty members in their professional capacities as teachers or researchers:

- 1) Continued neglect of academic duties, despite oral and written warnings;
- 2) Falsification or misrepresentation of credentials or professional experience;
- 3) Professional misconduct or loss of required professional certification or licensure;
- 4) Serious personal misconduct;
- 5) Deliberate and serious violations of the rights and freedom of fellow faculty members, administrators, or students;
- 6) Serious violation of the Faculty Handbook, the Employee Handbook, and other University policies, typically after oral and/or written warning;
- 7) Retaliation;
- 8) Bullying; and
- 9) Admission or conviction of a felony or misdemeanor involving moral turpitude, which includes but is not limited to any crime of dishonesty, violence, or involving injury to persons or property whether intentional or reckless.

The University policy on retaliation is no faculty member should be treated differently, demoted, harassed or retaliated against in any way for filing a charge of discrimination, participating in a discrimination proceeding, or otherwise opposing any practice they believe to be illegal or improper.

Academic discourse frequently involves a strong expression of opinions, including discussion, deliberation, and debate. However, bullying is unwanted, aggressive physical or verbal behavior conducted by one or more persons against another or others, at the place of work and/or in the course of employment that may involve a real or perceived power imbalance. The behavior may be repeated, or may have the potential to be repeated, over time.

The following procedures shall be observed:

- 1) A recommendation to impose a major sanction will normally be initiated by the Dean of the unit in which the faculty member's primary appointment resides, after consultation with the Department Chair and the department Executive Committee. In schools that do not contain departments, the recommendation may be initiated by the Dean of the unit in which the faculty member's primary appointment resides, after consultation with the associate Dean for academic affairs (or other appropriate administrator) and an appropriate faculty committee. However, the Provost or other appropriate administrator may initiate the

recommendation. In cases involving allegations of bullying or retaliation by an administrator who is also a member of the faculty, the complaining faculty member may initiate a complaint to the next level supervisor of the administrator against whom the allegations are made. In any case involving a major sanction, the burden of proof that just cause exists shall be on the administration. Proof shall be by a preponderance of the evidence on the record as a whole.

- 2) The administrator who initiates the recommendation will communicate the charges, a summary of supporting evidence, and the recommended sanction to the faculty member in writing and provide the faculty member with an opportunity to meet and present a defense. The faculty member may be accompanied by a tenured faculty member.
- 3) If the matter is not resolved as a result of that meeting, the Dean or other administrator will forward the recommendation to the Provost. Otherwise, the matter is ended.
- 4) Upon receipt of a recommendation to impose a major sanction, the Provost will review any documentation submitted and conduct any additional meetings or interviews for purposes of gathering additional information or seeking a resolution. Prior to reaching a final decision, the Provost will offer the faculty member an opportunity to meet with the Provost, the Dean or recommending administrator, and, where applicable, the Department Chair or other appropriate administrator. The faculty member may be accompanied by a tenured faculty member. If, after reviewing the case, the Provost concurs with the administrator's recommendation, the Provost will inform the faculty member in writing of his or her intent to recommend the imposition of a major sanction to the President. The Provost's communication to the faculty member will specify the recommended sanction; identify the policy, rule or procedure that has allegedly been violated; summarize the evidence supporting the recommended sanction; and notify the person that he or she has two (2) weeks from receipt of the communication to request a grievance review by the Faculty Grievance Commission. If the faculty member does not submit an FGC grievance review request within two (2) weeks, the faculty member waives his/her grievance rights, and the Provost forwards the recommendation along with the case file of related information to the President for final action. If a grievance is not timely filed with the FGC, the President will receive the recommendation and case file from the Provost, and will determine the final action. The President will inform the Provost of this final action, and the Provost will communicate this final action to the faculty member within three (3) weeks of receipt by the President of the Provost's recommendation.
- 5) If the faculty member chooses to file a grievance, the Provost will forward the recommendation for the sanction, as well as the case file, to the Office of the Faculty Senate to the attention of the FGC Chair, at which point the procedures described below in Section F2 apply. If the recommended sanction is either suspension or termination, the faculty member may be suspended with or without pay during the pendency of the FGC's grievance review.

Chapter F: Faculty Grievances, the Faculty Grievance Commission (FGC), and FGC Procedures

Section F1: Grievable Matters

A grievance is a complaint alleging that a disciplinary action (or other adverse action) has been taken that has the potential to affect the faculty member's appointment status or the terms and conditions of employment or to abridge another right that all faculty members enjoy. The processes described below address four kinds of grievances: (1) grievances regarding recommended major disciplinary sanctions; (2) grievances regarding negative recommendations for reappointment, tenure, and/or promotion; (3) grievances against another faculty member; and (4) grievances against administrators in cases that do not involve disciplinary actions.

F1.1 Eligibility of Faculty Members to Initiate Grievances

The grievance process described here is available to full-time tenured and probationary tenure-track faculty members and faculty in one of the Board-approved categories of non-tenured renewable term appointments.

- 1) Administrative officers who wish to contest actions affecting the terms and conditions of their administrative positions may not participate in the University's faculty grievance process. However, faculty members serving as administrative officers may utilize the grievance procedures if an action arises while they are serving as a regular member of the faculty and their position as a regular member of the faculty is affected by the action they seek to grieve.
- 2) Temporary faculty (whether full-time or part-time, affiliate or adjunct) may not participate in the University's faculty grievance process.

For allegations that a faculty member has violated the University's Non-Discrimination Policy and Procedures, Policy Prohibiting Sex and Gender-Based Discrimination, Sexual Misconduct and Retaliation (Title IX), or Research Misconduct Policy, the procedures in those policies for disciplinary action, up to and including suspension or termination, are followed instead of the procedures described in this section.

Sanctions imposed as a result of falsification or misrepresentation of credentials or experience, or admission or conviction of a felony shall be grievable as a major sanction.

F1.2 The Faculty Grievance Commission (FGC)

The Faculty Grievance Commission (FGC) consists of one tenured representative from each of the schools and colleges (except the Graduate School), elected at-large by the faculty of the respective schools and colleges. Nontenured faculty cannot serve on the FGC. No faculty member can serve on the FGC for more than two consecutive 2-year terms, although subsequent reelection is permitted. No administrative officer, Department Chair, or assistant or associate Dean may serve on the FGC. The FGC will conduct business during the summer months as well as during the academic year, with a simple majority constituting a quorum.

The FGC shall annually elect a chair from among its current members. The chair shall serve as the presiding officer of meetings of the FGC.

The FGC is tasked with the timely adjudication of grievances accepted for review. In all cases, grievances accepted by the FGC must be adjudicated within one year from the date that the Provost forwards the recommendation for the sanction and case file to the Office of the Faculty Senate for action, unless extended as provided in this Handbook.

Failure of FGC members to fulfill their responsibilities and duties may result in their removal from the FGC. One or more members of the FGC may submit a recommendation to the Council of the Faculty Senate, with appropriate justification for the removal of a member of the FGC, including the chairperson. After giving the individual an opportunity to respond to the removal recommendation, the Council shall decide, by majority vote, whether to accept the recommendation. Replacement of FGC members shall be guided by the school/college provisions for elections.

F1.2.1 The FGC's Authority

The Faculty Grievance Commission has authority in four varieties of cases: (1) when an administrator recommends a major disciplinary sanction against a faculty member; (2) when a faculty member receives a negative recommendation for reappointment, promotion, and/or tenure at the school/college level; (3) when an action by another faculty member involves intimidation, infringement of academic freedom, or matters affecting terms or conditions of a faculty member's employment; or (4) when an administrator takes an action that adversely affects a faculty member's terms or conditions of employment without having invoked the disciplinary process.

The procedure for resolving each is somewhat different as described below.

F1.2.2 Hearing Lists

Each school/college (except the Graduate School) will elect three (3) tenured faculty to serve as members of the Hearing List. The members of the Hearing List will, as selected, serve as members of Formal Hearing Panels as described in Section F2.3. Members of the Hearing List shall be elected for three-year terms, staggered so that the terms of approximately one-third of the members shall expire each year. Members of the Hearing List may be re-elected to a second three-year term, but no person shall serve more than two (2) terms consecutively. Persons elected to serve on the FGC may not serve simultaneously as a member of the Hearing List.

Members of the FGC and of the Hearing List shall receive appropriate training from the Faculty Senate regarding the proper procedures for conducting hearings and writing reports.

An independent legal officer (ILO) shall, at the election of the FGC, assist the FGC in its operations. Advice provided by the ILO to the FGC Chair or his or her designee regarding FGC matters will be confidential. The Office of the General Counsel (OGC) will enter into a retainer agreement with the selected ILO, and the scope of the engagement will be limited to assisting the FGC in conducting grievance processes. Although the University is the formal client, the FGC Chair, or their designee, will serve as the ILO's primary point of contact and will assign tasks and review work as needed.

The Faculty Senate shall propose ILO candidates and ultimately make the selection, provided the candidate satisfies each of the following requirements: (1) is licensed to practice law in the District of Columbia; (2) submits a resume and attests to be in good standing with the D.C. Bar; (3) possesses sufficient relevant experience to provide the requested services; and (4) successfully completes all conflict-of-interest checks conducted by both the ILO candidate and the University.

The ILO may be compensated through a fixed-fee agreement annually, contingent on the availability of funds allocated for the ILO in each annual University budget. OGC must receive copies of all submitted invoices on a monthly basis in order to remit payment.

F1.2.3 Principles of Confidentiality and Preponderance of Evidence

All parties concerned in grievance matters will maintain confidentiality both during the process and following its conclusion. Decisions and resulting recommendations will be based on the preponderance of evidence.

Section F2: Procedures Governing FGC Review of Recommendations to Impose Major Disciplinary Sanctions or Termination

F2.1 FGC Review of Major Disciplinary Sanctions or Termination

A major sanction is one that, if implemented, will have significant impact on the person's professional standing or reputation. Eligible faculty members who are recommended to receive one or more of the following major sanctions, for which the President is the final decisional authority, may submit a request to the FGC to review the recommendation:

- 1) Dismissal for just cause or termination;
- 2) Suspension;
- 3) Demotion or reduction in rank;
- 4) Revocation of tenure;
- 5) Removal of teaching or research or clinical responsibilities for disciplinary reasons;
- 6) Salary reduction;
- 7) Terminations pursuant to Section B3.3.2.3; and
- 8) Any other action that may seriously affect a person's professional standing or reputation; however, this does not include any form of informal counseling, nor does it include a written reprimand.

F2.2 Filing a Complaint

When a faculty member who has been recommended for a major sanction informs the Provost of his or her intention to request an FGC review of the recommendation, the Provost notifies the chair of the FGC and forwards the recommendation to impose the major sanction with the case file of supporting documentation. The chair of the FGC forwards copies of the recommendation and the case file to the grievant with instructions that he or she has thirty (30) days to file the complaint. The complaint must:

- 1) Identify the recommended major sanction that is being challenged and the alleged action(s) specified in support of the recommendation;

- 2) Provide any relevant information and supporting documentation to rebut the charges; and
- 3) Identify the redress or relief sought.

For purposes of this Section, the respondent is the administrator who initiates a recommendation for major sanction pursuant to Section E3. The Provost is not considered a respondent unless he or she initiates the recommendation.

Upon receiving the complaint submitted by the grievant, the chair of the FGC will: (a) acknowledge receipt to the grievant and to the respondent; (b) notify the Provost and the chair of the Faculty Senate that the grievance has been received; and (c) inquire if the parties wish to submit the matter to mediation. If the grievant and respondent agree to mediation, a professionally trained and mutually agreed upon mediator will be retained. If, at the end of thirty (30) calendar days, the mediation does not result in a written agreement memorializing the terms of resolution, the chair of the FGC will move the complaint into the Formal Hearing process. If the grievant and respondent do not agree to mediation, the complaint is referred to a Hearing Panel, subject to the procedures described in Section F2.3 below. In either case, the Formal Hearing process is considered initiated at this time.

The President's receipt of and final decision on the recommended sanction(s) will be held in abeyance until the FGC grievance review process is concluded, or up to one year from the date that the Provost forwards the recommendation for the sanction and case file to the Office of the Faculty Senate for action, whichever is shorter.

F2.3 The Formal Hearing

F2.3.1 The Hearing Panel

Within three (3) academic weeks of when the chair of FGC initiates the formal hearing process, the FGC chair will constitute a Hearing Panel as follows: The grievant and respondent shall each select two candidates respectively from the elected Hearing List. The FGC chair shall select a fifth who shall act as chair. Members of the Hearing List who have a personal bias or conflict of interest will remove themselves from consideration, either at the request of the grievant or respondent, or on their own initiative. If, at any time during the deliberations a conflict of interest arises or is discovered, the chair of the Hearing Panel will take action to eliminate the conflict. Additionally, members of the Hearing List with current and pending complaints against the University may not serve, nor may members of the same department (or, in cases wherein the grievant is affiliated with a school without departments, from the same school) as the grievant or the respondent. The final decision with respect to whether a member should hear the grievance rests with the remaining panel members. Once the Hearing Panel is constituted, the FGC chair will forward all materials in the case to the Hearing Panel chair.

F2.3.2 Hearing Procedures

After the Hearing Panel is constituted, the Hearing Panel chair will notify all parties in writing, within two (2) academic weeks, that formal proceedings will be initiated and of the time and place of the hearing. The Hearing Panel chair will also send to the Provost a summary statement of the

evidence proposed to be presented by the grievant, a list of witnesses to be called, and copies of relevant documents.

Grievance hearings are not formal judicial proceedings; they are internal University proceedings. Their purpose is to provide a fair and neutral evaluation of the allegations listed in the complaint.

During the Formal Hearing, the Hearing Panel may receive and review any relevant evidence supporting the positions of both sides, as long as the documentation is not subject to attorney-client and/or work-product legal privilege, and provided that the privacy rights protected by law of third parties are maintained. Oral arguments, written evidence, and witnesses may be presented by the grievant, the respondent, and the Hearing Panel. The University will make a reasonable effort to facilitate the appearances of witnesses, when appropriate. The grievant may be assisted by one or more advisors and/or counselors in preparing the case for the Hearing Panel, but no such advisor or counselor may present argument, evidence, or witnesses at the hearing on behalf of the grievant or respondent. A transcript of each hearing will be prepared, and a copy will be made available, upon request, to both parties without cost.

The Hearing Panel must complete its hearings and reach its final decision within eight (8) academic weeks of the notice. The grievant may request an extension of time if a hearing is scheduled for the summer and the grievant or the grievant's witnesses are unavailable. In such circumstances, or any extraordinary circumstances that may justify an extension, the Hearing Panel chair will communicate in writing to the chair of the Faculty Senate a request to extend the completion deadline for a stipulated period. If approved, the Hearing Panel chair will inform the grievant, the respondent, and the Provost in writing.

F2.3.3 Recommendation

The Hearing Panel's final recommendation shall be based solely on the preponderance of evidence presented during the hearing. No later than thirty (30) business days after the conclusion of the hearing, the Hearing Panel chair will transmit the recommendation and the case file to the FGC chair, and the FGC chair will forward a copy of the recommendation to the grievant, the respondent, and to the Provost. The Hearing Panel may request a time extension from the Faculty Senate Chair; if granted, such an extension may not exceed ten (10) business days.

F2.3.4 Request for FGC Review

If either the grievant or the respondent wishes to request an FGC review of the findings of the Hearing Panel, the request for an FGC review must be submitted in writing to the FGC chair through the Office of the Faculty Senate within fifteen (15) business days of receiving the Hearing Panel's recommendation. Upon receipt of a request for FGC review, the chair will convene the FGC. Members of the commission who have a personal bias or conflict of interest will remove themselves from consideration either at the request of the grievant or the respondent, or on their own initiative. Additionally, members of the FGC with current and pending complaints against the University may not serve, nor may members of the same department as the grievant. New evidence material to the case that was not previously available through the exercise of reasonable due diligence may be considered during the FGC review at the discretion of the FGC. Within thirty (30) business days of receiving the notice of the request for FGC review, the FGC members

reviewing the request will decide, by majority vote, whether to sustain, modify or remand the Hearing Panel recommendation and notify all the parties of the decision. In cases that are remanded, the Hearing Panel has ten (10) business days to report back to the FGC. After the FGC concludes its review process, the case is returned to the Provost for reconsideration. Within ten (10) business days of receiving the report, the Provost will forward the recommendation and the entire case file to the President for review and final decision.

If neither the grievant nor the respondent chooses to request FGC review of the findings of the Hearing Panel, the chair of the FGC will forward the case file to the Provost, who, in turn, will forward the entire case file to the President for final decision.

F2.3.5 Final Decision

The President's decision will be communicated, in writing, to the FGC Chair, the Provost, the grievant, and the respondent within thirty (30) business days of receiving the recommendation from the FGC. Whether or not the President imposes the recommended sanction, the seriousness of all disciplinary cases that result in a recommendation for a major sanction warrants that the President will provide a full explanation of his or her decision. This explanation may be provided through the Provost, as the President's designee.

If the final decision supports the imposition of a major sanction, the President will, in a separate communication, notify the grievant, the respondent, and the Provost, informing him or her of the sanction and the effective date(s). In cases wherein the recommended sanction was termination, the President may impose a lesser sanction. The President's decision is not subject to further grievance to the FGC.

Section F3: Procedures Governing Grievances Concerning Negative Recommendations at the School/College Level Regarding Applications for Reappointment, Tenure, or Promotion of Tenured, Probationary Tenure-Track, and Non-Tenured Renewable Term Appointment Faculty Members

Tenured faculty members, probationary tenure-track faculty members, and faculty members who hold non-tenure renewable term appointments may grieve negative recommendations at the school/college level on applications for reappointment, promotion, and/or tenure.

F3.1 Filing the Request for FGC Review

When a school/college completes its final review (including all requests for reconsideration) of an application for reappointment, tenure, or promotion submitted by a faculty member in one of the above-referenced faculty categories (i.e., tenured faculty members, probationary tenure-track faculty members, and faculty members who hold non-tenure renewable term appointments) and either the Dean's recommendation or the college APT's recommendation (or both of the recommendations) is still negative, the Dean will notify the faculty member and the department in writing, explaining fully the reasons for the negative recommendation. The candidate or the primary academic unit, or the candidate and the primary academic unit in concert, may request an FGC review of the decision. The written request for FGC review must be submitted in writing to the FGC chair through the office of the Faculty Senate, with a copy to the Dean of the

school/college, within three (3) academic weeks of receiving notice from the Dean of the negative recommendation. The grievant(s) will explain the grounds for their request for FGC review and furnish whatever information is relevant to establishing their case.

F3.2 The Formal Review

In its review of such a request for FGC review, the FGC will determine if the negative APT recommendation:

- 1) Violates established University, departmental, and/or school/college policies and procedures;
- 2) Is not supported by the record;
- 3) Reflects the consideration of factors unrelated to performance of faculty responsibilities;
or
- 4) Violates the candidate's academic freedom.

Requests for FGC review of negative APT recommendations are heard by the FGC acting as a body. A simple majority will constitute a quorum. Persons from the same primary academic unit as the candidate and those who participated in a school/college APT committee's review of the candidate's APT application are disqualified from participating in the FGC review.

F3.2.1 Review Procedures

The FGC shall recognize the central role of peer judgment in reappointment, tenure, and promotion decisions. Therefore, the FGC cannot substitute its assessment of the candidate's professional qualifications for those of the department and the experts outside the department who have been asked to submit evaluations. The FGC's role in judging professional merit shall be limited to determining whether the recommendation of the Dean and/or of the school/college APT Committee was arbitrary and capricious or based on improper considerations. In reaching that conclusion, the FGC may reference other similar cases, but each grievance must be evaluated on its own merits, based upon the documentation in the grievant's file.

F3.2.2 Recommendation

Within thirty (30) days of receiving the grievance, the FGC will conclude its review and notify the grievant and the Dean in writing of its final recommendation with an appropriate explanation. The chair of the FGC will return the file to the Dean. If the FGC does not recommend reconsideration, the Dean will forward the original application file and its supporting documentation, along with all correspondence and recommendations associated with requests for reconsideration and the request for FGC review, to the Provost to complete the review process. If the FGC recommends reconsideration, the school/college will complete the appropriate review within two (2) academic weeks, and the Dean will notify the grievant and the chair of the FGC of the result and forward the complete file to the Provost.

Section F4: Procedures Governing Grievances Involving Faculty Complaints against Another Faculty Member for Non-Disciplinary Actions

When a faculty member objects to an action by another faculty member, except for bullying, which is subject to the provisions of Chapter E, the faculty member is advised to seek an informal resolution by bringing the matter before an appropriate administrator. If the informal process does not resolve the matter and the complaint involves allegations of intimidation, an infringement of academic freedom, or an action that adversely affects the terms or conditions of employment, the faculty member may submit a formal, written complaint directly to chair of the FGC (in care of the Office of the Faculty Senate) for review.

Complaints regarding unlawful discrimination, harassment, or retaliation must be addressed to the Office of Equal Employment Opportunity, Human Resources, and/or the Title IX Office. Such matters are not subject to the jurisdiction of the FGC, and the FGC therefore must dismiss any such grievance brought by a faculty member and refer the grievance to the appropriate office.

F4.1 Jurisdiction of the FGC and Acceptance of the Complaint

The FGC's jurisdiction extends only to cases involving allegations of intimidation, an infringement of academic freedom, or an action that adversely affects the terms or conditions of employment.

Normally within two (2) academic weeks of receiving a written complaint, a simple majority of the FGC will decide whether the FGC has jurisdiction over the grievance and whether it merits investigation. When extenuating circumstances arise, the FGC chair may petition the chair of the Faculty Senate for an extension of this timeline. Following the Senate chair's timely review of the request, the FGC chair will notify all parties of the outcome. If the FGC fails to accept the grievance within six (6) academic weeks, then the FGC waives its right to adjudicate said grievance.

Upon making its determination, the FGC must inform the parties of its decision, in writing and with supporting justification, to:

- 1) Decline to accept the grievance and dismiss the complaint; or to
- 2) Accept the grievance.

F4.2 The Formal Hearing

If the FGC accepts the grievance, it will first attempt to resolve the matter through mediation. If both parties agree to mediation, a professionally trained and mutually agreed upon mediator will be retained. If, at the end of thirty (30) calendar days, the mediation does not result in a written agreement memorializing the terms of resolution, the chair of the FGC will move the grievance into the Formal Hearing process.

Procedures for a formal hearing in such cases are similar to those in requests for FGC review of recommended major disciplinary sanctions, except that the final recommendation of the Hearing Panel (or the FGC, in cases of requests for FGC review) will be communicated to the Provost. The Provost will review the underlying facts of the matter and the recommendation of the FGC, and

based upon this review, will make a final determination as to any necessary course of action. This determination is not subject to any further grievance.

Section F5: Procedures Governing Grievances Involving Complaints against Certain Administrators

When a faculty member objects to an action by a Department Chair, a program director, or a Dean (including Associate and Assistant Deans) that does not involve a response to a disciplinary matter initiated according to procedures outlined in Section E3 Major Sanctions, the faculty member is advised to seek an informal resolution by bringing the matter before that administrator's supervisor. If the informal process does not resolve the matter and the complaint involves allegations of: (a) intimidation; (b) disciplinary action imposed without use of or administered in a manner inconsistent with the procedures stated in this handbook; (c) an infringement of academic freedom; or (d) an action that adversely affects the terms or conditions of employment, the faculty member may submit a written complaint directly to chair of the FGC (in care of the Office of the Faculty Senate) for review.

Complaints regarding unlawful discrimination, harassment, or retaliation must be addressed to the Office of Equal Employment, Human Resources, and/or the Title IX Office. Such matters are not subject to the jurisdiction of the FGC, and the FGC therefore must dismiss any such grievance brought by a faculty member and refer the grievance to the appropriate office.

F5.1 Jurisdiction of the FGC and Acceptance of the Complaint

The FGC's jurisdiction extends only to cases involving allegations of disciplinary action imposed without use of or administered in a manner inconsistent with the procedures stated in this Handbook, an infringement of academic freedom, or an action that adversely affects the terms or conditions of employment. The FGC's jurisdiction does not extend to Board-approved matters regarding academic program closures or Board-approved policies.

Normally within two (2) academic weeks of receiving a written complaint, a simple majority of the FGC will decide whether the FGC has jurisdiction over the grievance and whether it merits investigation. If the FGC fails to accept the grievance within six (6) academic weeks, then the FGC waives its right to adjudicate said grievance.

Upon making its determination, the FGC must inform the parties of its decision, in writing and with supporting justification, to:

- 1) Decline to accept the grievance and dismiss the complaint; or to
- 2) Accept the grievance.

F5.2 The Formal Hearing

If the FGC accepts the complaint, it will first attempt to resolve the matter through mediation. If both parties agree to mediation, a professionally trained and mutually agreed upon mediator will be retained. If, at the end of thirty (30) calendar days, the mediation does not result in a written agreement memorializing the terms of resolution, the chair of the FGC will move the complaint into the formal hearing process.

Procedures for a formal hearing in such cases are similar to those in requests for FGC review of recommended major disciplinary sanctions, except that the final recommendation of the Hearing Panel (or the FGC, in cases of requests for FGC review) will be communicated to the Provost except in cases where the respondent is a Dean, in which case the final recommendation of the Hearing Panel will be communicated to the President. The Provost (or President, in cases where the respondent is a Dean) will review the underlying facts of the matter and the recommendation of the FGC, and based upon this review, will make a final determination as to any necessary course of action. This determination is not subject to any further grievance.

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Chapter G: Revising or Amending the Faculty Handbook

Section G1: Revisions to Chapter A and any Appendix

At any time, information contained in Chapter A, except A1.1, A1.5.3.2, A1.5.4.1, A1.5.6.1.4, A1.5.5.1, A2.2, A2.5, A2.6, A2.7, A3.1, and A4.2, may be amended by the President or Board of Trustees or through an administrative update, as needed. However, to the extent that a revision to Chapter A concerns an area related to faculty primary responsibilities (see Section A2.1 Shared Governance), the President and/or Board of Trustees should consult with the faculty, including through the Faculty Senate.

Section G2: Revisions to Chapters B, C, D, E, F, and G, and Selected Provisions of Chapter A.

The Faculty Handbook revision process addressed herein governs potential revisions and amendments to Sections A1.5.3.2, A1.5.4.1, A1.5.6.1.4, A1.5.5.1, A2.2, A2.5, A2.6, A2.7, A3.1, and A4.2 of Chapter A, and all of Chapters B, C, D, E, F, and G.

The University and Faculty Senate commit to act in good faith in their efforts to amend the Faculty Handbook. Both parties also agree to adhere to the Faculty Handbook revision process outlined below and strive to reach agreement on policy issues affecting faculty employment.

The Faculty Handbook revision process is based on the following three (3) interconnected principles:

- 1) It attempts to satisfy the need for an orderly process that allows all segments of the University to contribute, each in a proper capacity, to the formulation or alteration of policy statements.
- 2) It attempts to make the process of revision effective by introducing into it the principle of self-limitation, which prevents endless debate and allows particular issues to be brought to decisive action.
- 3) It recognizes the fact that the adoption of policy, however formulated or proposed, is among the powers reserved to the Board of Trustees.

Section G3: Process to Revise or Amend Chapters B, C, D, E, F, and G, and Selected Provisions of Chapter A.

Proposals to revise or amend Sections A1.5.3.2, A1.5.4.1, A1.5.6.1.4, A1.5.5.1, A2.2, A2.5, A2.6, A2.7, A3.1, and A4.2 of Chapter A, and all of Chapters B, C, D, E, F and G, may be made by the Board of Trustees, the President, the Provost, the Faculty Senate Faculty Handbook Committee, or any person or committee connected with the University. While the approach to making such proposals is a matter of individual style and custom, the following is expected:

- 1) Proposals will be made in the form of texts intended to replace in whole or in part some current expressions in the handbook.
- 2) A particular proposal will contain no more than one alteration of substance.

- 3) A brief explanation of the reason(s) for proposing the revision will accompany the proposal.
- 4) Recognized governing bodies or committees will pass upon such proposed amendments by their own procedures or by a simple majority vote of the voting membership.

In addition, the Faculty Handbook will be reviewed a minimum of every five (5) years by a review committee appointed by the Provost. Before constituting the committee, the Provost shall consult with the chair of the Faculty Senate regarding the appointment of faculty members to serve.

G3.1 Role of the Faculty Senate

Wherever proposals originate, they will be considered by the Faculty Handbook Committee of the Faculty Senate. Without prejudice to its procedures, this committee, upon receipt of a revision proposal, may choose a course of action, such as the following:

- a) The committee may receive and transmit it to the Steering Committee of the Council of the Faculty Senate without change or comment.
- b) The committee may endorse it and attach its endorsement to the original proposal.
- c) The committee, with the consent of the submitter, may either alter or amend the proposal before transmitting it to the steering committee.
- d) If the submitter does not agree to such alterations or amendments, the Faculty Handbook Committee may object to the proposal and attach its objections or an amendment before sending the proposal to the steering committee.

The Steering Committee of the Council of the Senate will receive the proposal as transmitted by the Faculty Handbook Committee. It has the same courses of action open to it as those listed above for the Faculty Handbook Committee before placing the proposal, together with all recommendations (if any) of the Faculty Handbook Committee and the Steering Committee, on the agenda of the next meeting of the Council of the Faculty Senate. If the proposal is rejected in all forms by the Council of the Senate, the matter is ended and the existing Faculty Handbook is reaffirmed with a new date. If the proposal in original form or in amended form is approved by the Council of the Senate, it is sent forward to the President.

G3.2 Role of the Board of Trustees

Proposals forwarded to the President for consideration by the board shall be submitted by the President to the Board of Trustees in a timely manner according to procedures adopted by the board. The action of the board is final.

G3.3 Emergency Revision Procedure

When the President, the Faculty Handbook Committee, and the chair of the Faculty Senate agree that in the best interests of Howard University a modification in the sections of the Faculty Handbook covered by this procedure is necessary, they may petition through the President and the chair of the Board of Trustees for a special board review of a specific change at the next regular or emergency meeting of the Board of Trustees. It shall be fully at the discretion of the Board to accept or reject such a petition.