

SECTION 2

TERMS AND CONDITIONS OF FACULTY EMPLOYMENT

2.1

Contractual Force of Handbook

Sections 2 and 3 of this handbook contain the approved policies and procedures of Howard University concerning the terms and conditions of the faculty of the university. These sections are incorporated into the individual contract of employment of each faculty member, and they are subject to change by the Board of Trustees as conditions require. When the terms and provisions of a faculty member's contract are inconsistent with the general policies contained herein, the provisions of the individual contract shall supersede. It should be noted that Sections 1.0 and 4.0 through 7.0 inclusive of this handbook do not come under the grievance procedures of this handbook.

2.2

Policies Related to Faculty Employment and Activities

2.2.1

Equal Opportunity Policies

2.2.1.1

General Equal Opportunity Policy

TERMS AND CONDITIONS OF FACULTY EMPLOYMENT

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

In fulfilling its mission, the university does not discriminate on the basis of race, color, national or ethnic origin, sex, marital status, religion, handicap, age, sexual preference, political affiliation, or any other basis prohibited by federal or District of Columbia law. This policy covers administration of the university's educational policies, admissions policies, scholarship and loan programs, other university-administered programs, and employment.

2.2.1.2

Sexual Harassment

It is the policy of Howard University to maintain the university community as a place of work and study for staff, faculty, and students free of sexual harassment and all forms of sexual intimidation and exploitation. The entire text of the policy and procedures is set forth in Appendix B. All faculty members as well as staff and students are subject to this policy.

Sexual harassment is defined as verbal or physical conduct of a sexual nature when submission to such conduct is made either explicitly or implicitly a term or condition of an individual's employment, submission to or rejection of such conduct by an individual is used as the basis for an employment decision affecting such individual, or such conduct has the purpose or effect of unreasonably interfering with an individual's work performance or creating an intimidating, hostile, or offensive working environment. While a particular interaction must be offensive and unconsented to, to be defined as harassment, all persons in the university community should be sensitive to the questions about mutuality of consent that may be raised and to the conflicts of interest that are inherent in personal relationships where professional and educational relationships also are involved.

Anyone who is subjected to offensive sexual behavior is encouraged to pursue the matter through the informal or formal procedures described in Sexual Harassment Policy and Procedures, adopted by the Board of Trustees and incorporated here by reference. (See Appendix B.)

Violation of university policy on sexual harassment will be the basis for disciplinary action.

2.2.2

AIDS Policy

It is the policy of Howard University that no person shall be discriminated against based on acquired immune deficiency syndrome (AIDS), AIDS-related complex (ARC), or a positive human immunodeficiency virus (HIV) antibody test. The entire

TERMS AND CONDITIONS OF FACULTY EMPLOYMENT

text of the university's policy and guidelines is set forth in Appendix C. All faculty members as well as staff and students are subject to this policy.

The university will address AIDS issues in a caring, compassionate, responsible manner and will strive to ensure the confidentiality and dignity of persons with AIDS, ARC, or a positive HIV antibody test. The primary response of the university to AIDS will be one of education. The most important goals for the university will be those of increasing awareness and providing education to prevent further spread of the disease.

The university will analyze and respond to each case of AIDS, ARC, or a positive HIV antibody test as required by its own particular facts in keeping with the university guidelines.

2.2.3

Substance Abuse Policy

The term substance abuse, as used in this policy, refers to the use of illegal drugs or controlled substances and to the consumption of alcohol in quantities to the extent that an employee is unable to perform work in a safe and productive manner. It is the goal of Howard University to protect the public health and environment of all members of the university by promoting a drug-free environment in accordance with the Drug-Free Workplace Act of 1988. Howard University, therefore, prohibits the unlawful manufacture, distribution, dispensation, possession, or use of any controlled substance or illegal drug on its premises. Employees who engage in prohibited drug- or alcohol-related activities will be subject to disciplinary action up to and including dismissal. The entire text of the university's policy is set forth in Appendix D. All faculty members as well as staff and students are subject to this policy.

Howard University policy prohibits the following:

- (a) Use, possession, manufacture, distribution, dispensation, or sale of illegal drugs or drug paraphernalia on university premises or in university-supplied vehicles.
- (b) Use, possession, or any manufacture, distribution, dispensation, or sale of a controlled substance on university premises or in university-supplied vehicles.
- (c) Storage of any illegal drug, drug paraphernalia, or controlled substance whose use is unauthorized in a locker, desk, or other repository on university premises.
- (d) Being under the influence of an unauthorized controlled substance or illegal drug on university premises or in university-supplied vehicles.
- (e) Use of alcohol that adversely affects the employee's work performance, safety at work or that of others, or the university's reputation in the community.
- (f) Possession, use, manufacture, distribution, dispensation, or sale of illegal drugs off university premises that adversely affects the employee's work performance or safety, or safety of others, at work.

TERMS AND CONDITIONS OF FACULTY EMPLOYMENT

- (g) Conviction under any criminal drug statute for a violation occurring in the workplace.
- (h) Conviction under any criminal drug statute under circumstances that adversely affect the university's reputation in the community.
- (i) Failure to notify the university of any conviction under any criminal drug statute for conduct occurring in the workplace within 5 days of the conviction.
- (j) Refusal to sign a statement acknowledging receipt of the university's Drug and Alcohol Abuse Policy.

2.2.4

Academic Freedom Policy

Faculty members are entitled to freedom in research and in the publication of the results, subject to adequate performance of their other academic duties and to such restrictions as may be imposed by grantors funding the research and by the *University Research Manual*.

Faculty members are entitled to freedom in the classroom in discussing their subjects, but they should be careful not to introduce matter into their teaching that has no relation to their subjects. Students are entitled to an atmosphere conducive to learning and to even-handed treatment in all aspects of the teacher-student relationship. Therefore, in exercising their freedom in the classroom, faculty members are responsible for ensuring that their treatment of students is in no way inconsistent with the university's equal opportunity policy or the university's commitment to promoting the educational aspirations and achievements of all students.

Howard University faculty members are members of learned professions. When they speak or write as individuals, they should be free from institutional censorship or discipline, but their special obligation is to be accurate, to exercise appropriate restraint, and to show respect for the opinions of others. Faculty should remember that the public may judge their profession and the institution by their utterances and, therefore, should make every effort, when operating as individuals, to make clear that they are not university spokespersons.

Each faculty member has the right to criticize and seek alteration of institutional regulations and policies through existing means of shared responsibility.

2.2.5

Additional Policies Relating to Faculty Research

2.2.5.1

Patents and Intellectual Property

TERMS AND CONDITIONS OF FACULTY EMPLOYMENT

The policy for patents and intellectual property will be distributed to faculty after it has been approved by the Board of Trustees.

2.2.5.2

Research on Human Subjects

Howard University's Institutional Assurance on the Protection of Human Subjects, drafted in accordance with federal guidelines, sets forth the policy and procedures for review and approval of projects that involve the use of human beings as subjects. It is the responsibility of each principal investigator or faculty advisor to submit the required information to the university's Institutional Review board. All research involving human subjects, whether or not sponsored by outside agencies, must be approved before the research begins. Copies of the institutional assurance and committee review forms as well as more information may be obtained from the Office of Research Administration.

2.2.5.3

Research on Animals

The university's assurance of compliance with the Public Health Service Policy on Human Care and Use of Laboratory Animals sets forth the policy and procedures for review and approval of projects that propose the use of laboratory animals. It is the responsibility of each principal investigator to submit the required information to the university Animal Care and Use Committee and to obtain the committee's approval. The Office of Research Administration cannot submit a proposal involving the use of laboratory animals until it has received the committee approval form from the principal investigator.

Copies of the institutional assurance and committee review forms as well as more information may be obtained from the Office of Research Administration.

2.2.5.4

Policy Guidelines for Sponsored Research and Other Sponsored Activities

The following general principles govern university research sponsored in whole or in part by outside entities, including industry or government. University research is defined as any research activity using university facilities or with support from funds administered by the university.

- (a) University research must be conducted only for purposes that are consistent with the university's principal missions of the preservation, pursuit, dissemination, and application of knowledge. In particular, classified research projects or projects that otherwise prohibit or limit publication of research results are inconsistent with the university's mission. Publication is considered to include but is not limited to journal publications, proceedings of meetings and conferences, student dissertations and theses, and book manuscripts.

TERMS AND CONDITIONS OF FACULTY EMPLOYMENT

- (b) Prompt publication of results is the normal and expected outcome of a research project. A delay not to exceed 90 days in submission for publication may be requested by a sponsor who wishes to preview research results. In cases in which a sponsor has been afforded the right to prepare a patent application, or the university wishes to prepare a patent application, it may be agreed that submission for publication may be delayed for up to an additional 6 months. The research agreement governing any project should specify at the outset of the program whether the sponsor reserves the right to request a delay for either of these reasons.
- (c) In those research projects in which propriety information is provided by the sponsor prior to or during the course of the project, any limitations on the disposition of that information must be described in writing prior to the time the information is made available and any requirements of confidentiality or other limitations must be documented, provided to, and approved by the associate vice president for research. Knowledge developed on the basis of proprietary information is to be governed by these research guidelines. Proprietary information may be kept confidential between the sponsor and university researchers. Any requirements of confidentiality should be limited, however, especially as they apply to graduate and professional students, when those provisions inhibit in any material way the free flow and exchange of ideas important to university missions. Any participation by graduate and professional students in research that limits or restricts communication must be approved in advance by the appropriate dean.
- (d) The university may assert ownership of patent rights for inventions and works arising substantially out of university research, unless such rights are clearly reserved to the sponsor under the provisions of the sponsored research agreement. The university may also assert ownership of copyright for works under certain limited conditions; however, in many instances, such rights will remain with the author of the particular works. In any event, the reservation of such rights to the sponsor shall not be favored, and in general the university will seek to at least share in the ownership and/or income of any inventions or works produced. Where the university has rights to the inventions or works, these rights will be exercised in accordance with the University Intellectual Property Policy approved by the board.

2.2.5.5

Disclosure of Sponsored Research

Faculty members are obligated to inform their department chairs, deans, and associate vice president for research in writing in advance of project sponsorship of any special relationship that they have or intend to have with a sponsor. This

TERMS AND CONDITIONS OF FACULTY EMPLOYMENT

disclosure should detail fully the nature and purpose of the relationship, but it normally need not provide specific financial reimbursement figures except when necessary to determine the existence of conflict of interest, allocation of effort, or other university need defined by the president and the vice presidents for Academic and Health Affairs. This provision applies to all participants in a project, including faculty, research associates, staff, and students. It is expected that sponsors may inquire whether a researcher is receiving support from a competitor and whether safeguards are in place to protect proprietary information from being misused. To avoid conflicts of interest, researchers should be especially cautious when accepting support from competitor sponsors who are providing proprietary information.

2.2.5.6

Academic Fraud

All members of the faculty are expected to conduct their scholarly research and publish the results of that research with the highest standards of truth and accuracy. In this regard, faculty must take great care to acknowledge all intellectual debts and contributions of colleagues and students.

2.2.5.7

Scientific and Intellectual Misconduct

The university's policy on scientific and intellectual misconduct was approved by the Board of Trustees on November 16, 1990. The full text of the policy is included as Appendix E.

2.2.5.8

Hazardous Materials

The university has developed guidelines and procedures for the handling of radioactive materials, hazardous chemicals, potentially hazardous biological materials, and other aspects of occupational safety. These guidelines and the safety policies of organizations that fund research are available to interested persons and are subject to periodic review and revision. These designated committees are charged with the responsibility for formulating university guidelines and recommending enforcement procedures. These committees are assisted in the execution of their responsibilities by the university Health Service and the university Division of Occupational and Environmental Health. It is the responsibility of each investigator using such procedures or materials to be familiar with the guidelines and to comply with them. Inquiries may be directed to the university Division of Occupational and Environmental Health.

2.2.5.9

Adherence to Grantor and University Policies

Faculty are responsible for carrying out research activities as stated in the approved proposal and for adhering to university policy related to travel, employment of other persons, and procurement of materials and services.

TERMS AND CONDITIONS OF FACULTY EMPLOYMENT

2.2.6

Conflicts of Commitment and Conflicts of Interest Policy

This policy applies to faculty on full-time appointment and the details of these rules derive from the following general obligations:

- (a) All faculty are expected to conform to the professional and ethical standards of the university and the rules promulgated to enforce them.
- (b) The faculty has rights common to all citizens, free from institutional censorship. Accordingly, a faculty member is accountable to the university only for private activities that affect substantially his/her responsibilities to the university.
- (c) The primary responsibility of faculty is dedication to the educational, research, and public service goals of Howard University. Outside professional activities (employment, business interests, or consulting activities), whether gainful or not, should not be allowed to interfere with a faculty member's teaching, research, advising, and university service obligations.

The following sections on conflicts of commitment and interest contain a representative, not a comprehensive, list of specific types of activity that commonly conflict with these obligations. Circumstances not covered by them will be judged on the basis of the above general obligations.

2.2.6.1

Conflicts of Commitment

The university recognizes that a system of precise time accounting is incompatible with the inherent character of the work of a faculty member, since the various functions performed are closely interrelated and do not conform to any meaningful division of a standard work week. The university also recognizes that limited consulting and other outside activities of a professional nature are desirable. A **conflict of commitment** arises when a faculty member's outside activities cannot be satisfied without failing to substantially satisfy the member's full-time duties at Howard. Consequently, outside activities in aggregate shall not exceed the equivalent of 1 day per week during the academic year. The latter standard is not cumulative and thus refers to a weekly, not annual or monthly, calculation.

Consulting and other outside activities are encouraged where such activities give the faculty member experience and knowledge valuable to professional growth and development, or help the individual make worthy contributions to the advancement of knowledge, or to the university's instructional programs, or otherwise make a positive contribution to the university or the community.

While consulting and other outside employment during the academic year often enhance a faculty member's value to Howard, there is the potential for conflicts of

TERMS AND CONDITIONS OF FACULTY EMPLOYMENT

commitment and conflicts of interest that compromise the faculty member and the institution. Accordingly, outside activities and consulting are approved subject to the following conditions:

- (a) The activities should not detract from the member's availability for normal academic duties, or exceed in aggregate the equivalent of 1 day per week.
- (b) 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.
- (c) Faculty members shall report, in writing, outside consulting or employment to their respective deans as required in section 2.2.7. Department chairs and deans will advise faculty members in writing when an outside engagement conflicts with the members' obligations to the university. Faculty members should not commit to such outside relationships unless they have received this communication.
- (d) Some schools and colleges have additional and unique provisions related to outside employment or professional practice. These requirements should be referred to for further guidance.
- (e) Failure to comply with the university policies on outside activities may be cause for disciplinary action, including termination.

2.2.6.2

Conflicts of Interest

The preeminent ethical commitment expected of all members of the Howard community is that each member is dedicated to advancing the best interests of the university. Accordingly, all faculty must be sensitive to potential conflicts of interest that result from favoring outside interests.

2.2.6.3

Conflicts Between Outside Financial Interests and University Interests

A **conflict of interest** may occur when a member of the faculty has associations with individuals or outside organizations, or makes decisions that could lead to personal gain or advantage of any kind, that conflict with the university's interests and the member's duty to serve them. Self-employment has a similar potential for conflicts of interest.

General examples of potential conflicts of interest because of these economic or official relationships include circumstances in which

TERMS AND CONDITIONS OF FACULTY EMPLOYMENT

- (a) The organization has a present or prospective relationship with the university (e.g., as suppliers of goods or services or as parties to research contracts or other joint ventures), and the initiation or the conduct of those relationships may involve faculty members in their academic capacities;
- (b) The organization is pursuing activities that compete with activities that the university is currently or prospectively engaged, and in which the faculty member plays or might play a role in his/her academic capacities; or
- (c) The immediate family of the faculty member (including parents, siblings, children, and spouse) has significant investments or interests or holds official positions in the outside organizations.

Moreover, faculty members who could become involved in conflicts of interest must take care to avoid the following:

- (a) Undertaking or orienting their university research and other activities to serve the needs of the outside organization without disclosure to the university;
- (b) Purchasing or participating in decisions to purchase, for the university or research under its auspices, goods or services from the outside organization;
- (c) Attempting to influence any other university-related activities in a manner that could directly benefit the outside organization's interests;
- (d) Transmitting to an outside organization or using for personal gain information obtained through research under university auspices or through other participation in university activities unless that information is generally available to the public. (Information in this context includes work products, results, materials, and records, as well as knowledge acquired through research or other professional activities, such as committee work, service on review boards, and exchanges with colleagues); or
- (e) Accepting gratuities or special favors from organizations with which the university does or may do business, or extending gratuities and favors to employees of outside organizations under circumstances that could reasonably be interpreted as an attempt to influence the recipients in the conduct of their duties.

Faculty members must avoid or withdraw from situations that involve a conflict of interest.

2.2.7

Disclosure of and Consultation on Outside Commitments and Interests

To protect against the hazards of conflicting obligations or interests, full-time faculty members shall submit to their deans, at the beginning of each academic year, a written summary of

TERMS AND CONDITIONS OF FACULTY EMPLOYMENT

- (a) Any outside employment, business interests, or consulting activities that could entail conflicts of obligation or interests as defined above; and
- (b) Any pertinent family employment or financial interests.

By requiring these disclosures to the university, the following ends are served:

- (a) The university discharges the obligation it assumes when it accepts government or industry funds for research; and
- (b) Faculty members are provided an informed source for advance consultation and guidance on questions that may arise concerning the appropriateness of their outside activities or interests.

Normally, part-time faculty do not participate in university decisions that could create such conflicts for them. Where they do participate in decisions, however, or are engaged in research projects contracted with the university, the disclosure requirements extend to them.

The chairs and deans will confer in a timely manner with individual faculty, decide whether the interests are appropriate and whether the conditions of the outside activities policies will be met, and advise accordingly. Problems that cannot be thus resolved will be referred to the appropriate vice president and, where indicated, to the vice president for business and fiscal affairs.

Responsibility for preventing conflicts lies, in the first instance, with individual faculty members. Thus faculty members whose situations materially change during the academic year or who believe they face actual or potential conflicts are expected to initiate discussion of the circumstances with their deans.

2.2.8

Political Activities

Howard is subject to restrictions concerning activities of a political nature. In particular, the Internal Revenue Code imposes on tax-exempt organizations, such as Howard, limitations relating to attempts to influence legislation and to participate or intervene in political campaigns on behalf of candidates for public office.

The following statement of guidelines was prepared by the American Council on Education for use by universities in their efforts to comply with the applicable provisions of the Internal Revenue Code. This statement has been reviewed by the Commissioner of Internal Revenue, who found the guidelines "fair and reasonable" from the standpoint of the Internal Revenue Service. Faculty are expected to abide by the following principles as stated in the guidelines:

TERMS AND CONDITIONS OF FACULTY EMPLOYMENT

Educational institutions traditionally have recognized and provided facilities on an impartial basis to various activities on the college campuses, even those activities which have a partisan political bent, such as, for example, the Republican, Democratic, and other political clubs. This presents no problem. However, to the extent that such organizations extend their activities beyond the campus, and intervene or participate in campaigns on behalf of candidates for public office, or permit nonmembers of the university community to avail themselves of university facilities or services, an institution should in good faith make certain that proper and appropriate charges are made and collected for all facilities and services provided. Extraordinary or prolonged use of facilities, particularly by nonmembers of the university community, even with reimbursement, might raise questions. Such organizations should be prohibited from soliciting in the name of the university funds to be used in such off-campus intervention or participation.

Every member of the academic community has a right to participate or not, as he sees fit, in the election process. On the other hand, no member of that community should speak or act in the name of the institution in a political campaign. All members of the Howard University community should observe these principles in planning and engaging in political activities that might either directly or indirectly involve the university.

A faculty member may engage in political activities as long as they do not interfere with fulfillment of one's professional responsibilities to the university. Candidates for and holders of public office are subject to the provisions of 2.2.6 and 2.2.7 on conflicts of commitment and conflicts of interest. Political activities should not involve the use of university resources or imply university endorsement. Questions concerning the application of these guidelines should be addressed to the Office of the General Counsel.

2.2.9

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 appointments, reappointment, promotion, award of tenure, termination, salary, merit pay, and leave of absence. (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.

TERMS AND CONDITIONS OF FACULTY EMPLOYMENT

Deans should raise potential nepotism problems with the appropriate academic vice president.

2.3

Faculty Responsibility

Appointment to the faculty of Howard University carries with it responsibilities for excellence in teaching, the intellectual growth of students, high scholarship, and the improvement of society. In addition, faculty members have a responsibility to participate in the life and operation of the university and particularly the department and school or 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 in determining the shape and character of the university as an educational institution.

The purpose of the following sections is to further survey some of the details comprising the minimum obligations of a faculty member toward the students, the university, and the public. The purpose does not include a desire to impose a rigid, codified body of rules on the faculty.

2.3.1

Professional Ethics

As members of a learned profession and as officers of an educational institution, the special position of faculty in this community imposes special ethical obligations. These ethical standards are the repository of what experience has revealed as to how scholars can live together to the best advantage.

2.3.2

Teaching

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

- (a) To have a firm command of their subjects and to keep abreast of new developments.
- (b) To select teaching strategies that facilitate the learning process and to communicate their subjects effectively.
- (c) To instruct classes at the scheduled time and place, in a manner consistent with the course content and course credit approved by the appropriate faculty body. When the faculty member is unable to

TERMS AND CONDITIONS OF FACULTY EMPLOYMENT

meet a class, the department office must be notified and arrangements made for substitute instruction or for the class to be notified concerning cancellation. Make-up classes shall be rescheduled at a time reasonably convenient for students.

- (d) To design and evaluate conscientiously all student work with impartiality; and to complete grading in a timely fashion according to the schedule of due dates announced by the Office of the Registrar. Moreover, students will be given an opportunity to receive an explanation of the grade assigned.
- (e) To provide each student with a written syllabus or course guide summarizing the objectives and requirements of their courses, the textbooks or other sources to be used, and the applicable attendance and grading rules.
- (f) To avoid unacceptable discriminatory conduct based on such factors as race, color, religion, national origin, sex, sexual orientation, disability or handicap, age, or political beliefs. Accordingly, faculty members must be sensitive to the harmful consequences of professorial or student conduct or comments in classroom discussions or elsewhere that perpetuate stereotypes or prejudices involving such factors.

2.3.3

Conference Hours

Faculty members shall be available to counsel students about academic matters throughout the academic year by means of regularly scheduled office hours or appointments. In performing this function, the faculty member should make every reasonable effort to ensure that the information they transmit is timely and accurate.

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

2.3.4

Scholarly Activities

Since teaching responsibilities allow for a flexible scheduling of time and an opportunity to pursue intellectual interests relatively free from distraction, faculty members are obligated to make the best and fullest use of that freedom to fulfill their scholarly responsibilities.

Accordingly, the university requires all faculty members, including tenured and probationary, to continue their professional development through research, scholarly writing, advanced study, or original creative production as appropriate to their disciplines. Such activities derive their importance both from the contributions they make to classroom performance and to the fact that one of the major roles of any

TERMS AND CONDITIONS OF FACULTY EMPLOYMENT

university is the discovery of new knowledge, the synthesis of ideas, and other creative activities.

2.3.5

University and Community Service

Although many duties within the university are assumed by professional administrators, the faculty retains substantial collective responsibility and authority to provide institutional leadership. Thus individual faculty have a responsibility to assume a fair share of that leadership, including participation in departmental and school faculty meetings and service on departmental, school, and university committees. In discharging their academic, committee, and other assignments, faculty members are obligated to complete each in a professional, timely, and responsible manner. Faculty also are expected to serve the academic, professional, and civic communities with their expertise.

2.3.6

Attendance at University Ceremonies

Attendance at Opening Convocation, Charter Day, and the Commencement Convocations is expected from the full-time faculty. Absence from these ceremonies should be arranged with the dean of the school. Faculty members should participate in other major departmental, school, college, and university activities.

2.4

Academic Appointments

An outstanding faculty is the key ingredient in maintaining academic excellence. The faculty serves to help create a university environment that demands the best from all its participants. Additionally, a well-qualified and productive faculty helps to attract other well-qualified individuals--faculty and students--who show promise for future achievement.

Howard University's ability to maintain or exceed its present academic reputation depends on the recruitment of outstanding faculty who are willing to give their best efforts to

- (a) Engage in effective teaching;
- (b) Make scholarly contributions in research or creative works;
- (c) Exhibit evidence of professional development; and
- (d) Render service to the university, the profession, and the community.

Howard University's policies and procedures for the recruiting and appointing of its faculty are stated herein.

TERMS AND CONDITIONS OF FACULTY EMPLOYMENT

2.4.1

Faculty Composition and Voting Rights

The dean, associate and assistant dean(s), the professors, associate professors, assistant professors, instructors and lecturers of each school or college, as well as the director, assistant director, instructors, and lecturers of each center or institute who provide academic instruction to students shall comprise the faculty of said unit, as provided in the bylaws of the respective school or college. The president of the university shall be a member of each faculty. The vice presidents for academic affairs and health affairs shall be members of the faculty in their respective areas. Voting rights in each faculty shall be stated in the bylaws of said faculty unit.

2.4.2

Classification and Definition of Faculty Appointments

The academic faculty of Howard University is divided into five ranks: professor, associate professor, assistant professor, instructor, and lecturer. Service in the ranks of professor, associate professor, assistant professor, and instructor is counted as part of the probationary period during which a decision about the grant of tenure is made. Except for the career status track, probationary appointments at the rank of instructor are limited to 2 years. The rank of lecturer is a nontenure/noncareer status position; therefore, service in this rank may not be counted as part of the probationary period during which a decision about the grant of tenure or career status is made.

2.4.2.1

Professor

This is the highest academic rank, the holder of which is a recognized leader who has a cumulative record of teaching effectiveness, peer-reviewed research publications or peer-reviewed creative activities appropriate to the discipline, professional development, and substantial service appropriate to the discipline. Professors may receive temporary appointments, probationary appointments, or tenured appointments. The initial appointment at the rank of professor shall be with tenure except that a professor without previous appointment at the university may be appointed for a period of 3 years. If the person is reappointed, the reappointment shall be with tenure. In exceptional cases, an award of tenure may be made during the initial term of 3 years, or tenure may be offered as a condition of initial appointment.

2.4.2.2

Distinguished Professor

Persons holding this title will be those individuals who hold the rank of professor or meet all the criteria for the rank of professor and who have achieved extraordinary distinction in scholarship, research, or professional performance. Appointment as distinguished professor is a tenured appointment.

TERMS AND CONDITIONS OF FACULTY EMPLOYMENT

The candidate shall be a person having national or international recognition in the academic field or area of performance, a sustained record of achievement at the highest professional and scholarly level, 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, or professional performance as attested by such evidence as the following:

- (a) 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 that field, or a revision or reinterpretation of data in a given field that engenders new perspectives for thought and action.
- (b) 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 auditoriums 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.
- (c) Recognition based on professional merit by groups other than professional societies, such as foundations, government bodies, and community groups.
- (d) 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 achievement of the candidate shall be attested to by reputable professionals in the field outside the university. Student evaluations also shall be taken into consideration.

2.4.2.2.1

Appointment Procedure

Recommendations shall be initiated by the Committee on Appointments, Promotions, and Tenure of the Faculty Senate. Nominations for this rank may be received by this committee from any source within or without the university. Upon receipt of a nomination, the committee shall request the nominating person or body to provide a complete file documenting the qualifications outlined herein. This file, together with the nomination, shall be forwarded to the APT Committee of the department most closely related to the candidate's field of specialization for evaluation and comment. Following departmental review, the file shall be forwarded to the APT Committee of the appropriate school for its evaluation and comment. The judgments of the departmental and school committees shall be considered by the Senate Committee in reaching its decision. Upon approval by the Senate Committee, the recommendation file shall be forwarded to the vice president of the division, the president, and the Board of Trustees for final action.

TERMS AND CONDITIONS OF FACULTY EMPLOYMENT

2.4.2.3

University Professor

Persons holding this title will be individuals of unusual academic, scholarly, or professional distinction who have the competence to teach or perform other academic services in more than one school or college in the university. Appointment as university professor is a tenured appointment.

2.4.2.3.1

Academic Preparation

The candidate shall hold an earned doctoral degree or its foreign equivalent. This requirement may be waived where the candidate has gained prominence through creative and productive activity in the field.

2.4.2.3.2

Teaching Competence

The candidate shall have appropriate teaching experience at the college level or equivalent experience in the field. The candidate's teaching competence shall be judged by persons who teach in the candidate's field. Student evaluations also shall be taken into consideration.

2.4.2.3.3

Research and Creative Productivity

The candidate shall give evidence of ability in research or creative activity through the publication of books, monographs, articles, or other creative work.

2.4.2.3.4

Appointment Procedure

The same procedure for the appointment of a distinguished professor shall be followed (see 2.4.2.2.1), except that the file shall be forwarded for evaluation and comment to APT Committees in the two or more departments and schools/colleges in which the nominee will serve or has the qualifications for service. The Senate Committee will consider the comments of both units of the university in making its recommendation. The appointment will be a joint appointment between the appropriate units.

2.4.2.4

Research Professor

Persons holding this title will be individuals of recognized research competence in a given field. Their principal function shall be the continuation of research activities. Appointment as a research professor is a tenured appointment.

2.4.2.4.1

Teaching Competence

TERMS AND CONDITIONS OF FACULTY EMPLOYMENT

The candidate shall have appropriate teaching experience at the college 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 evaluations also shall be taken into consideration.

2.4.2.4.2

Research Competence

The candidate shall give evidence of recognized research competence as judged by persons in the field who are competent to evaluate the candidate's books, monographs, articles, research projects, or other aspects of creative productivity. Evaluations of research competence shall be secured from at least two competent persons outside the university.

2.4.2.4.3

Appointment Procedure

The procedure shall be the same as for the appointment of a distinguished professor (see above).

2.4.2.5

Associate Professor

An appointment to this rank is made only to a person who has demonstrated the personal and intellectual qualities that with increased maturity are expected to lead to appointment to the rank of professor. An appointment as associate professor usually results from the promotion of an assistant professor with the award of tenure; however, promotion to associate professor can occur without the award of tenure. Associate professors may receive temporary appointments, probationary tenure track appointments, or tenured appointments.

2.4.2.6

Assistant Professor

Appointment as assistant professor is accorded to a person who has completed the final earned degree or other professional certification relevant to the discipline and who has given evidence of superior potential for developing academic stature. Appointment in this rank provides a period during which an individual has an opportunity to confirm his/her own interest and motivation as being appropriate to the broad scope of university faculty responsibilities, and also one in which senior faculty may assess the promise and the competence of the faculty member's performance.

Assistant professors may receive temporary appointments or probationary tenure track appointments. Only in unusual, extraordinary situations is tenure awarded to faculty holding the rank of assistant professor.