

**Howard University
The Academic Affairs Division**

Guidelines for Appointments, Promotions, and Tenure Committees

The Office of the Vice President for Academic Affairs
1986

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GUIDELINES FOR APPOINTMENTS, PROMOTIONS, AND TENURE COMMITTEES

Introduction¹

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, both faculty and students, who have promise for future achievement.

Howard University's ability to maintain or exceed its present academic reputation depends upon the recruitment of outstanding faculty who are willing to give their best efforts in the areas of teaching, research, and service to the University and the community. The quality of initial appointments and the retention of well qualified faculty provide the means for the preservation of a community of outstanding scholars.

Howard University is an institution that enjoys national and international prominence. The tenure committees have the responsibility of selecting the best possible candidates for faculty positions at the University. Criteria for appointment to faculty ranks should be clear and no tenured or probationary appointments or reappointments should be recommended where these criteria have not been met or exceeded.

These guidelines have been prepared by the Vice President for Academic Affairs for the following purposes:

1. To assure that each applicant will be given proper consideration
2. To ensure the University policy will be followed
3. To specify appropriate documents and procedures that the Vice President requires when

reviewing appointment, reappointment, promotion, or tenure recommendations

4. To remind those who are privileged to recommend appointments of their responsibility and obligation to select as junior faculty those candidates who have high potential and as senior faculty those who have performed at the highest level and who show promise of continuing high levels of achievement in the future.

I. General Operating Procedures²

All appointment, reappointment, promotion, and tenure matters for part-and full-time faculty should be brought before a Committee on Appointments, Promotions, and Tenure (APT) for review and recommendation. This committee consists usually of all tenured faculty.³ The departmental APT Committee receives and reviews credentials of individuals who are to be considered for appointment, reappointment, promotion, or tenure. The Committee's recommendations are forwarded to the department chairman for signature, comment, and transmittal to the dean of the school or college. The candidate, the chairman of the department, and the chairman of the departmental APT Committee should make every reasonable effort to ensure the inclusion of all the candidate's pertinent documents for review and evaluation. The dean, as appropriate, will submit the recommendations, along with the supporting documents, to the school-or college-wide APT Committee in accordance with the approved bylaws of the respective school or college. The school or college-wide APT Committee will review these documents. All established school or college and University guidelines for reviewing and evaluating candidates should be followed. The recommendations of the school-or college-wide APT Committee are forwarded to the dean. The dean must forward recommendations of the departmental APT Committee, the department chairman, and the school-or college-wide APT Committee to the vice president for academic affairs with a statement of concurrence or non-concurrence.

¹Throughout these guidelines are excerpts from *The Howard University Manual: Faculty Handbook Section* on pertinent topics.

²For specific procedures, see Appendix C.

³When there is the lack of a departmental structure or there are too few tenured members for a Committee on Appointments, Promotions, and Tenure, with the concurrence of the appropriate vice president, the Executive Committee of the department or school may function as the Appointments, Promotions, and Tenure Committee.

The composition of each APT Committee must conform with the bylaws of the respective school or college.

II. Considering Candidates for Appointments, Reappointments, Promotions, and Tenure

The department has the responsibility for developing and adopting guidelines for evaluating the following:

1. Teaching
2. Research and publications
3. University and community service
4. Professional development
5. Satisfactory progress toward qualification for promotion
6. Satisfactory progress toward qualification for tenure.

The APT Committee must use these guidelines when evaluating the qualifications of faculty for recommending appointments, reappointments, non-reappointments, promotions, and tenure in accordance with established department, school or college, and University criteria. These criteria must be made available to each faculty member.

A. Appointments

A reasonable effort should be made to find the best person available when making an initial appointment. Personal interviews should be conducted by departmental faculty and other designated individuals with the person under consideration for appointment. Letters of recommendation, copies of publications, proof of the required degree, and other indicators of meeting the established criteria must be received and evaluated before a candidate is recommended for appointment.⁴

1. Full-Time Appointments

Those who recommend appointments must take into consideration that once the candidate is appointed to a probationary faculty position, he or she remains in a probationary appointment status until evaluated and recommended for tenure or informed that the criteria for tenure have not been met. Therefore, the departmental APT Committee should be guided by a plan when determining whether to recommend the appointment as temporary or probationary.⁵

⁴See Appendix A.

⁵See Appendix B.

⁶As specified in *The Howard University Manual: Faculty Handbook Section*.

2. Part-Time Appointments

The appointment of a part-time faculty member to a given department must have the concurrence of the majority of the tenured members of the department or of an Executive Committee assigned this responsibility. An appointment of a part-time faculty member to a given school or college that has no departments must have the concurrence of the Committee on Appointments, Promotions, and Tenure of the school or college.

For instructors and assistant professors, recommendations for appointment or promotion must be forwarded by the chairman of the department to the dean with the approval, by formal vote, of the majority of the tenured members of the department. For associate professors and professors, recommendations from the departmental APT Committee, along with accompanying documents, must be submitted by the chairman of the department to the dean of the school or college and by the dean to the school-or college-wide APT Committee for evaluation. This committee will make its recommendations to the dean.

The dean must forward the recommendations with a statement of concurrence or non-concurrence to the vice president for academic affairs.

B. Reappointments and Non-Reappointments

The departmental APT Committee, or the school-or college-wide committee when no departmental committee exists, must review periodically the credentials of all non-tenured faculty who are being considered for reappointment prior to the expiration of their contracts. These reviews can result in either recommendations for reappointment or non-reappointment. These recommendations should be made at least three months prior to the date⁶ by which the required notification should be made to the faculty concerning whether or not they will be reappointed. Recommendations of the departmental APT Committee must be forwarded to the dean by the chairman of the department.

1. Reappointments

Credentials of non-tenured faculty who are eligible for reappointment must be screened very carefully by the departmental APT Committee. The potential for making outstanding contributions in the areas of teaching, research and publications, and service should be of primary concern.

2. Non-Reappointments

Non-reappointments result when a

recommendation is made not to renew a probationary appointment at the expiration of the contract period. A departmental APT Committee should not recommend the retention of faculty who are on probationary appointments and are not making satisfactory progress toward qualification for tenure. Written notice that the probationary appointment will not be renewed should be given to faculty in accordance with the periods specified in *The Howard University Manual: Faculty Handbook Section*.

C. Promotions

Any individual who currently serves in or is on leave from a full-time faculty position and who meets the established criteria is eligible for promotion.

All faculty members eligible for promotion must have their credentials evaluated annually by the departmental APT Committee. The department chairman should notify all faculty of the deadline date for updating their faculty promotion files in the departmental and dean's offices. If after evaluation a promotion is warranted, recommendations from the departmental APT Committee, the department chairman, the school or college APT Committee, and the dean must be submitted. The departmental APT Committee statement must include the following:

1. A justification that indicates why the Committee is recommending the promotion, how the candidate satisfies the criteria for promotion, and the role that the candidate is expected to play in the overall goals and objectives of the department, the school or college, and the University
2. Documentation that the candidate shows outstanding promise, not merely meets the minimum requirement for promotion to the rank
3. An evaluation of the candidate's teaching, which includes student and peer evaluation for each year that the faculty member has taught since the last promotion
4. An evaluation of the candidate's research and publications, which, in addition to listing the candidate's publications, gives a qualitative evaluation of how the research and publications have contributed to the field⁷ since the last promotion
5. An evaluation of significant service to the department, school, or University and all public and community service since the last promotion
6. Documentation of the candidate's professional development since the last promotion.

⁷In professional areas, such as Fine Arts, Architecture, or Communications, public performances, exhibits, building projects, or other contributions may be considered.

D. Tenure

The initial review of the credentials of a faculty member who is being considered for tenure should be made by the departmental APT Committee.

In addition to the department's annual evaluations, the department should conduct a review of the credentials of each faculty member who will have served in a probationary appointment for at least three years in order to consider a tenure recommendation. Although tenure is not automatic and shall not be granted by default through the mere serving of a probationary period, a candidate who will be serving his or her sixth year should be evaluated and informed as to whether a recommendation for tenure or for termination will be made at the end of the probationary period.

The award of tenure should be based on several criteria:

1. That the annual evaluations of the candidate demonstrate a record of sustained achievement in the areas of teaching, research and publications, and service to the University and the community
2. That the research discipline of the candidate is consistent with the department's stated goals, objectives, and long-term curricular and research plans
3. That the candidate fulfills some aspect of the department's program that involves a long-term instructional or research commitment on the part of the school or college and the University
4. That statements from the departmental APT Committee and the department chairman, similar to those for promotion, are submitted as a basis for recommending tenure.

All recommendations for tenure at the departmental level must have the support of the majority of the members of the departmental APT Committee. The recommendations, along with the judgment of the department chairman, will be forwarded to the school-or college-wide Committee through the dean. The school or college APT Committee must review the recommendations and forward its recommendations to the dean. The dean must forward all tenure recommendations to the vice president for review and consideration.

E. Faculty's Right to Petition for Reconsideration

When a decision not to recommend promotion or tenure for a faculty member is rendered by the departmental or school-or college-wide APT Committee, the faculty member has the right to petition the APT Committee for reconsideration of its decision if he or she can provide materials that were not available during

the initial review. The APT Committee has the obligation to determine whether the new materials warrant reconsideration of its decision. The faculty member should be notified promptly of this decision. Petitions should be submitted through department chairmen for departmental Committees and through the deans for school-or college-wide Committees.

III. Performance Evaluation

A. Annual Evaluation of Faculty

As a means of creating an environment for producing well-qualified and productive faculty, each department should conduct annually an evaluation of each member of its faculty, whether full-or part-time. This evaluation should include the results of the evaluation of teaching by both students and peers. It should document the faculty member's progress in research and publications and should provide some qualitative indication of their adequacy and appropriateness for that person's field. It should indicate clearly how the faculty member is progressing and the relative standing he or she has attained in the department with regard to teaching, research and publications, and service. It should note all merits and deficiencies in the faculty member's performance of regular responsibilities.⁸

Information regarding the department's evaluation and its results should be summarized in writing. A faculty member should be informed of the results of the department's evaluation prior to the end of the academic year in which the evaluation takes place. An opportunity should be provided for discussion of the evaluation with the department chairman.

B. Categories of Evaluation of Faculty

The major categories in which faculty are evaluated for appointments, promotions, and tenure are teaching, research and publications, professional development, and service.

1. Teaching

The primary responsibility for the evaluation of teaching performance rests with the faculty of the department to which the faculty member undergoing review is assigned. Teaching is one of the primary functions of the University, and proof of teaching effectiveness is a criterion for reappointment and promotion. Good teaching potential should be a criterion for new appointees. It is required that student evaluations be a consideration in the judgment of teaching effectiveness.

2. Research and Publications

The most significant factor in the evaluation of junior faculty is the potential for research and publications of high quality and significance. In the evaluation of senior faculty the caliber of past as well as continuing research and publication is the critical consideration. Although the nature of the research or creative activity might differ according to the discipline, qualitative should take precedence over quantitative measures.

3. Professional Development

In the evaluation of professional development, consideration should be given to postdoctoral studies, participation in seminars and workshops, activities that result in the acquisition of state of the art skills, membership in professional organizations, participation in learned societies, and the like.

4. Service

Service to the department, school or college, and University as well as the community is expected of faculty with the understanding that junior faculty will have less time than others to participate in this activity. Service to the University generally is provided in the form of committee assignments or other organizational activities. Performing effectively in these assignments contributes to the faculty member's total development.

⁸ As specified in *The Howard University Manual: Faculty Handbook Section*, pp. 38-39.

Appendices

APPENDIX A

The Reviewing File of Faculty

The reviewing file of faculty recommended for appointment, promotion, or tenure should contain a completed Application for Faculty Appointment Form or a completed Application for Promotion or Tenure Form; a current curriculum vitae; and copies of relevant publications. These forms consist of the following information: college or university faculty experience; honors, awards, and other distinctions; memberships and offices in learned or professional societies; a listing and appraisals of publications; teaching experience; memberships on department, school, or university committees; public and community service; contributions to field or profession that faculty member wishes to be considered as significant professional service (e.g., panel presentations, speeches, etc.); research projects; and seminars, courses, and workshops attended. The evaluations and recommendations of (1) the departmental Appointments, Promotions, and Tenure Committee, (2) the department chairman, (3) the school or college Appointments, Promotions, and Tenure Committee, and (4) the dean are a part of the application form.

For new appointments, there must be at least three letters of recommendation. Two of these must be professional recommendations. For recent recipients of the master's or doctoral degree, one of these recommendations should be from the chairman of the dissertation committee.

For faculty being recommended for promotion or tenure, only publications, activities, and appraisals since the last promotion should be submitted.

The Faculty Promotion Files in Departmental and Dean's Offices

The promotion files of individual faculty in the respective departmental and dean's offices should contain a current curriculum vitae, copies and reviews of publications, and documents related to the teaching experience, such as titles and brief descriptions of courses, critiques or evaluations of courses, and course syllabi. The annual reviews of faculty also may be kept in the departmental files. Bulky items, such as books, which cannot be kept in these files, should be listed on the curriculum vitae and produced upon request. It is the responsibility of the faculty member to keep his or her file current.

Howard University
The Academic Affairs Division

Application for Faculty Appointment

(This Form Must Be Typewritten.)

This form is to be used in applying for a faculty appointment. Copies of each publication listed must be supplied by the candidate and submitted with this form. Where necessary, please add pages, such as 6A, 6B, 6C, etc.

The first section of this form is to be completed by the candidate. The second section is to be completed by the Appointments, Promotions, and Tenure Committee of the department, the third by the department chairman, the fourth by the Appointments, Promotions, and Tenure Committee of the school or college, and the fifth by the dean of the school or college.

The dean will forward the completed forms and supporting documents to the vice president for academic affairs.

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 and ethnic origin, sex, marital status, religion or handicap in the administration of its educational policies, admissions policies, scholarship and loan programs and other University administered programs and employment.

Inquiries regarding provisions for handicapped persons, equal opportunity and Title IX should be addressed to the appropriate person as listed below:

Section 504 Coordinator (Handicapped)
Dr. Robert A. Malson
Room 402
Mordecai Wyatt Johnson Administration
Building 2400 Sixth Street, N.W.
Washington, D.C. 20059
(202) 636-6045/6

Title IX Coordinator
Ms. Daryl Miller
Office of the General Counsel
Room 309
Mordecai Wyatt Johnson Administration
Building 2400 Sixth Street, N.W.
Washington, D.C. 20059
(202) 636-5580

or

Dewey E. Dodds, Regional Director
Office of Civil Rights
U.S. Department of Education
Post Office Box 13716
Philadelphia, Pennsylvania 19101

Equal Opportunity Officer
Mrs. Yvonne Walker
Room G-38
Mordecai Wyatt Johnson Administration
Building 2400 Sixth Street, N.W.
Washington, D.C. 20059
(202) 636-6076

FOR OFFICE USE ONLY

_____ Fiscal Year

_____ Recommendation Number

Application

Section I

Section I is to be initiated by the candidate, who will give the completed form to the department chairman.

Date _____

1. Name of Candidate _____
Last
First
Middle

2. Proposed Rank _____

3. School or College _____

4. Department _____

5. Home Address _____

6. Home Telephone Number: (Area Code) _____ - _____

7. Business Telephone Number: (Area Code) _____ - _____

8. Citizenship _____ Immigration Status _____

9. Social Security Number _____

10. Education (College and University)
 List all institutions attended. (Begin with the most recent.)

Name and Location of Institution	Years Attended		Major	Degree Received	Date of Degree
	From	To			

11. Applicants should request that official transcripts for the highest degree earned be sent directly to the respective department chairman at Howard University.

12. Title of Master's Thesis _____

13. Title of Doctoral Dissertation _____

14. Employment History
(Begin with the most recent.)

Position Held	Place of Employment	Address	From	To

15. Outside References

(List the names and addresses of three references. At least two of these should be professional references. For recent recipients of the master's or doctoral degree, one of these references should be the chairman of the thesis or dissertation committee. Letters appraising the applicant should be sent directly to the department chairman.)

16. Honors, Awards, and Other Distinctions (Begin with the most recent.)

17. Memberships and Offices in Learned or Professional Societies

18. Publications

(List sequentially all publications submitted with this form, giving complete reference data and co-authors. Assign a number to each publication and affix the number to the reprint or copy of the publication submitted with the application.)

a. Articles

(1.) Refereed

(2.) Book Reviews

(3.) Chapters in Books

(4.) Other General Articles

b. Monographs and Scholarly Books

c. Creative Works

Item 19 should be duplicated for each publication.

19. Appraisal of Publication (State briefly the nature or the contribution of each publication. Attach the publication along with reviews or critiques (not abstracts) if available. Duplicate this page as necessary. If the publications are numerous, they may be grouped into categories and these categories described and evaluated rather than the individual publication.)

Candidate's Statement

Publication No. _____ Title _____

Author(s) _____

Published in/by _____

Contribution:

20. Patents Held

21. Teaching Experience

- a. List below the titles of courses taught, and write a *brief* description of the course content. If available attach critiques or evaluations of the courses listed as a supplement to this page.

- b. List below the titles of dissertations or theses that you are directing or have directed. Indicate doctoral dissertation by "D" and master's thesis by "M"; indicate the year of each.

c. List below the titles of dissertations or theses that you have read as a member of a student's committee. Indicate doctoral dissertation by "D" and master's thesis by "M"; indicate the year of each.

d. List below contributions to teaching that you consider important (e.g., title and description of published or unpublished instructional material, description of major curriculum reorganization, introduction of new courses, awards, or citations for outstanding or extraordinary teaching, etc.). Give date of each contribution.

22. Describe your contributions to your field or profession that you wish to be considered as significant professional service (Panel presentations, speeches, talks at professional settings, conferences, symposia, workshops, seminars, etc.)

23. Research
a. Grants for Which You Have Applied

Project Title	Source	Amount	Period

b. Funded Grants

Name of Grant	Source	Amount	Period

c. Other Research

d. Impact of Research

24. Professional-Development

Seminars, Courses, Meetings, and Workshops Attended

Title	Place	Date

25. List below departmental, school, or University committees on which you have served, the dates of committee membership, and your contribution to each committee.

26. Public and Community Service

Activity	Organization	Year

27. Contribution of Your Services _____

Date

Signature of Candidate

Section II

Evaluations and Recommendation of the Departmental Appointments, Promotions, and Tenure Committee

Received _____
Date

1. The following teaching experience satisfies the minimum requirement of years of teaching. (List years, e.g., 1974-1979.)

2. The following publications (give numbers as assigned by candidate) meet the minimum requirements for publication:

3. The candidate's teaching ability in respect to others of equal experience and rank is as follows: (Check one.)

Below Average _____ Average _____ Above Average _____ Outstanding _____

Attach evaluations or summary of evaluations from faculty members and students, including information or recommendations from previous institutions of higher learning.

4. The candidate's research and publications in respect to others of equal experience and rank are as follows: (Check one.)

Below Average _____ Average _____ Above Average _____ Outstanding _____

5. The candidate's professional development in respect to others of equal experience and rank is as follows: (Check one.)

Below Average _____ Average _____ Above Average _____ Outstanding _____

6. The candidate's service performance in respect to others of equal experience and rank is as follows: (Check one.)

Below Average _____ Average _____ Above Average _____ Outstanding _____

7. Give below any comments or additional information that the Committee thinks is pertinent to this application:

8. Committee Vote: For _____ Against _____ Abstaining _____ Absent _____

9. The Committee endorses/does not endorse the appointment of this applicant.

Signature of Committee Chairman

Forwarded _____
Date

**Evaluation Statements of the Departmental
Appointments, Promotions, and Tenure Committee**

Evaluation of Publications:

Evaluation of Teaching Experience:

Evaluation of Professional Development:

Evaluation of Service:

Signature of Committee Chairman

Section III

Evaluations and Recommendation of the Departmental Chairman

Received _____
Date _____

1. The following teaching experience satisfies the minimum requirement of years of teaching. (List years, e.g., 1974-1979.)

2. The following publications (give numbers as assigned by candidate) meet the minimum requirements for publication:

3. The candidate's teaching ability in respect to others of equal experience and rank is as follows: (Check one.)

Below Average _____ Average _____ Above Average _____ Outstanding _____

Attach evaluations or summary of evaluations from faculty members and students, including information or recommendations from previous institutions of higher learning.

4. The candidate's research and publications in respect to others of equal experience and rank are as follows: (Check one.)

Below Average _____ Average _____ Above Average _____ Outstanding _____

5. The candidate's professional development in respect to others of equal experience and rank is as follows: (Check one.)

Below Average _____ Average _____ Above Average _____ Outstanding _____

6. The candidate's service performance in respect to others of equal experience and rank is as follows: (Check one.)

Below Average _____ Average _____ Above Average _____ Outstanding _____

7. Give below any comments or additional information that you think is pertinent to this application:

8. The chairman endorses/does not endorse the appointment of this applicant.

Signature of Department Chairman

Forwarded _____
Date _____

Evaluation Statements of the Department Chairman

Evaluation of Publications:

Evaluation of Teaching Experience:

Evaluation of Professional Development:

Evaluation of Service:

Signature of Committee Chairman

Section IV

Evaluations and Recommendation of the School or College Appointments, Promotions, and Tenure Committee

Received _____
Date

1. The Committee considers that the following teaching experience satisfies the minimum requirements of years of teaching: (If the Committee concurs with the appraisal of the Department of Appointments, Promotions, and Tenure Committee and/or the Department Chairman, merely check the boxes below.)

The Committee concurs with the evaluation of the Department Committee. []

The Committee concurs with the evaluation of the Department Chairman. []

2. The Committee considers that the following publications meet the minimum requirements: (List the numbers assigned by the candidate.)

The Committee concurs with the evaluation of the Department Committee. []

The Committee concurs with the evaluation of the Department Chairman. []

3. The candidate's teaching performance in respect to others of equal experience and rank is as follows: (Check one.)

Below Average _____ Average _____ Above Average _____ Outstanding _____

4. The candidate's research and publications in respect to others of equal experience and rank are as follows: (Check one.)

Below Average _____ Average _____ Above Average _____ Outstanding _____

5. The candidate's professional development in respect to others of equal experience and rank is as follows: (Check one.)

Below Average _____ Average _____ Above Average _____ Outstanding _____

6. The candidate's service performance in respect to others of equal experience and rank is as follows: (Check one.)

Below Average _____ Average _____ Above Average _____ Outstanding _____

7. Attach any comments or additional information that the Committee thinks is pertinent to this application:

8. The Committee endorses/does not endorse the appointment of this applicant.

Committee Vote: Endorse _____ Do Not Endorse _____ Abstaining _____ Absent _____

Signature of Committee Chairman

Forwarded _____
Date

**Evaluation Statements of the School or College Appointments,
Promotions, and Tenure Committee**

Evaluation of Publications:

Evaluation of Teaching Experience:

Evaluation of Professional Development:

Evaluation of Service:

Signature of Department Chairman

Section V

Recommendation of the Dean

Received _____
Date

I endorse/do not endorse the appointment of this applicant.
Justification:

Signature of the Dean

Forwarded _____
Date

Section VI

Recommendation of the Vice President for Academic Affairs

Date _____ Approve _____ Disapprove _____

Signature

Forwarded _____

Date

Returned _____

Date

Howard University
The Academic Affairs Division

Application for Faculty Promotion or Tenure

(This form must Be Typewritten.)

This form is to be used in applying for promotion to faculty rank or tenure. Copies of each publication listed must be supplied by the candidate and submitted with this form. Where necessary, please add pages, such as 6A, 6B, 6C, etc.

The first section of this form is to be completed by the candidate. The second section is to be completed by the Appointments, Promotions, and Tenure Committee of the department, the third by the department chairman, the fourth by the Appointments, Promotions, and Tenure Committee of the school or college, and the fifth by the dean of the school or college.

The dean will forward the completed forms and supporting documents to the vice president for academic affairs.

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Title IX Coordinator

Ms. Daryl Miller

Office of the General Counsel

Room 309

Mordecai Wyatt Johnson Administration Building

2400 Sixth Street, N.W.

Washington, D.C. 20059

(202) 636-5580

Or

Dewey E. Dodds, Regional Director

Office of Civil Rights

U.S. Department of Education

Post Office Box 13716

Philadelphia, Pennsylvania 19101

Equal Opportunity Officer

Mrs. Yvonne Walker

Room G-38

Mordecai Wyatt Johnson Administration Building

2400 Sixth Street, N.W.

Washington, D.C. 20059

(202) 636-6076

9. Honors, Awards, and Other Distinctions (Begin with the most recent.)

10. Memberships and Offices in Learned or Professional Societies

11. Publications

(List sequentially all publications submitted with this form, giving complete reference data and co-authors. *Submit only those publications published or accepted for publication during the period of your present rank at Howard University.* Assign a number to each publication and affix the number to the reprint or copy of the publication submitted with the application.)

a. Articles

(1.) Refereed

(2.) Book Reviews

(3.) Chapters in Books

(4.) Other General Articles

b. Monograms and Scholarly Books

c. Creative Works

12. Item 12 should be duplicated for each publication.

Appraisal of Publication (State briefly the nature or the contribution of each publication. .Attach the publication along with reviews or critiques (not abstracts) if available. Duplicate this page as necessary. Appraise only those publications that were published or accepted for publication since the last promotion. If the publications are numerous, they may be grouped into categories and these categories described and evaluated rather than the individual publication.)

Candidate's Statement

Publication No. _____ Title _____

Author(s) _____

Published in/by _____

Contribution:

13. Patents Held

14. Teaching Experience

- a. List below the titles of courses taught, and write a *brief* description of the course content. If available, attach critiques or evaluations of the courses listed as a supplement to this page.

- b. List below the titles of dissertations or theses that you are directing or have directed. Indicate doctoral dissertation by "D" and master's thesis by "M"; indicate the year of each.

c. List below the titles of dissertations or theses that you have read as a member of a student's committee. Indicate doctoral dissertation by "D" and master's thesis by "M"; indicate the year of each.

d. List below contributions to teaching that you consider important (e.g., title and description of published or unpublished instructional material, description of major curriculum reorganization, introduction of new courses, awards, or citations for outstanding or extraordinary teaching, etc.). Give date of each contribution.

15. Describe your contributions to your field or profession that you wish to be considered as significant professional service (Panel presentations, speeches, talks at professional meetings, conferences, symposia, workshops, seminars, etc.)

16. Research
a. Grants for Which You Have Applied

Project Title	Source	Amount	Period

b. Funded Grants

Name of Grant	Source	Amount	Period

c. Other Research

d. Impact of Research

17. Professional Development
Seminars, Courses, Meetings, and Workshops Attended

Title	Place	Date

18. List below departmental, school, or University committees on which you have served, the dates of committee membership, and your contribution to each committee.

19. Public and Community Service

Activity	Organization	Year

20. Contribution of Your Services

Date

Signature of Candidate

Section II

Evaluations and Recommendation of the Departmental Appointments, Promotions, and Tenure Committee

Received _____
Date

1. The following teaching experience satisfies the minimum requirement of years of teaching:
(List years, e.g., 1974-1979.)

2. The following publications (give numbers as assigned by candidate) meet the minimum requirements for publication:

3. The candidate's teaching ability in respect to others of equal experience and rank is as follows: (Check one.)
Below Average _____ Average _____ Above Average _____ Outstanding _____
Attach evaluations or summary of evaluations from faculty members and students.
4. The candidate's research and publications in respect to others of equal experience and rank are as follows: (Check one.)
Below Average _____ Average _____ Above Average _____ Outstanding _____
5. The candidate's professional development in respect to others of equal experience and rank is as follows: (Check one.)
Below Average _____ Average _____ Above Average _____ Outstanding _____
6. The candidate's service performance in respect to others of equal experience and rank is as follows: (Check one.)
Below Average _____ Average _____ Above Average _____ Outstanding _____
7. Give below any comments or additional information that the Committee thinks is pertinent to this application:

8. Committee Vote: For _____ Against _____ Abstaining _____ Absent _____
9. The Committee endorses/does not endorse the promotion of this applicant.

10. The Committee endorses/does not endorse the granting of tenure to this applicant.

Signature of Committee Chairman

Forwarded _____
Date

**Evaluation Statements of the Departmental
Appointments, Promotions, and Tenure Committee**

Evaluation of Publications:

Evaluation of Teaching Experience:

Evaluation of Professional Development:

Evaluation of Service:

Signature of Committee Chairman

Section III

Evaluations and Recommendation of the Departmental Chairman

Received _____
Date

1. The following teaching experience satisfies the minimum requirement of years of teaching:
(List years, e.g., 1974-1979.)

2. The following publications (give numbers as assigned by candidate) meet the minimum requirements for publication:

3. The candidate's teaching ability in respect to others of equal experience and rank is as follows: (Check one.)
Below Average _____ Average _____ Above Average _____ Outstanding _____
Attach evaluations or summary of evaluations from faculty members and students.
4. The candidate's research and publications in respect to others of equal experience and rank are as follows: (Check one.)
Below Average _____ Average _____ Above Average _____ Outstanding _____
5. The candidate's professional development in respect to others of equal experience and rank is as follows: (Check one.)
Below Average _____ Average _____ Above Average _____ Outstanding _____
6. The candidate's service performance in respect to others of equal experience and rank is as follows: (Check one.)
Below Average _____ Average _____ Above Average _____ Outstanding _____
7. Give below any comments or additional information that you think is pertinent to this application:

8. The chairman endorses/does not endorse the promotion of this applicant.

9. The chairman endorses/does not endorse the granting of tenure to this applicant.

Signature of Department Chairman

Forwarded _____
Date

Evaluation Statements of the Department Chairman

Evaluation of Publications:

Evaluation of Teaching Experience:

Evaluation of Professional Development:

Evaluation of Service:

Signature of Department Chairman

Section IV

Evaluations and Recommendation of the School or College Appointments, Promotions, and Tenure Committee

Received _____
Date

1. The Committee considers that the following teaching experience satisfies the minimum requirements of years of teaching: (If the Committee concurs with the appraisal of the Department of Appointments, Promotions, and Tenure Committee and/or the Department Chairman, merely check the boxes below.)

The Committee concurs with the evaluation of the Department Committee. []

The Committee concurs with the evaluation of the Department Chairman. []

2. The Committee considers that the following publications meet the minimum requirements: (List the numbers assigned by the candidate.)

The Committee concurs with the evaluation of the Department Committee. []

The Committee concurs with the evaluation of the Department Chairman. []

3. The candidate's teaching performance in respect to others of equal experience and rank is as follows: (Check one.)

Below Average _____ Average _____ Above Average _____ Outstanding _____

4. The candidate's research and publications in respect to others of equal experience and rank are as follows: (Check one.)

Below Average _____ Average _____ Above Average _____ Outstanding _____

5. The candidate's professional development in respect to others of equal experience and rank is as follows: (Check one.)

Below Average _____ Average _____ Above Average _____ Outstanding _____

6. The candidate's service performance in respect to others of equal experience and rank is as follows: (Check one.)

Below Average _____ Average _____ Above Average _____ Outstanding _____

7. Attach any comments or additional information that the Committee thinks is pertinent to this application.

8. The Committee endorses/does not endorse the promotion of this applicant.

9. The Committee endorses/does not endorse the granting of tenure to this applicant.

Committee Vote: Endorse _____ Do Not Endorse _____ Abstaining _____ Absent _____

Signature of Committee Chairman

Forwarded _____
Date

**Evaluation Statements of the School or College Appointments,
Promotions, and Tenure Committee**

Evaluation of Publications:

Evaluation of Teaching Experience:

Evaluation of Professional Development:

Evaluation of Service:

Signature of Committee Chairman

Section V

Recommendation of the Dean

Received _____
Date

1. I endorse/do not endorse the promotion of this applicant.
2. I endorse/do not endorse the granting of tenure to this applicant.

Justification:

Signature of the Dean

Forwarded

Date

Section VI

Recommendation of the Vice President for Academic Affairs

Date _____ Approve _____ Disapprove _____

Recommendation of the Vice President for Academic Affairs, continued

Signature

Forwarded _____

Date

Returned _____

Date

APPENDIX B

Suggested Guidelines for Appointment of Full-Time Faculty

In the following material, all definitions are quoted from the *Howard University Manual: Faculty Handbook Section*, pages 41-43.

Definition of Classes of Academic Positions

"Academic positions are those wherein the principal services required are teaching, research, and community service (University and wider community). There are four major classes of positions, all of which are full-time. They are (1) Temporary, (2) Probationary, (3) Indefinite-Tenured, and (4) Special Contracts. Temporary appointments may or may not carry with them standard academic rank."

Indefinite Tenure

Definition: "Indefinite-Tenured appointments are appointments made by the Board of Trustees of the University to continue until retirement, death or resignation, subject only to termination for cause or extreme financial exigency and in accordance with established procedures set forth in Section IV of this Manual. Indefinite-Tenured appointments may be made by the Board of Trustees to any academic rank."

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"As a general rule, the Board of Trustees will grant indefinite tenure to an individual by virtue of his (a) having completed the probationary period, (b) having met the qualifications for indefinite tenure set forth by the school or college and approved by the Board of Trustees, (c) having been formally recommended by the appropriate faculty, and (d) having been approved and recommended for indefinite tenure by the President of the University...."

Indefinite tenure appointments should be considered under any of the following circumstances:

1. A probationary appointee will be serving his or her last year of the maximum probationary period for his or her rank.
2. A probationary appointee is being considered for a reappointment after he or she has served in a probationary appointment for at least three years.

3. A probationary appointee is being considered for promotion to associate professor or professor.
4. A faculty member is being considered for a regular appointment to the rank of associate professor or professor and he or she has had a prior appointment (of any class) at the University.
5. A probationary appointee is being considered for reappointment at the rank of assistant professor and the reappointment for two years will result in that individual's serving a probationary period that exceeds a maximum of seven years, if he or she has served as both instructor and assistant professor, or six years, if he or she has served only as assistant professor.

If in the above circumstances an individual is not recommended for indefinite tenure, the appointment should be temporary, and the promotion or reappointment (with the exception of 2 above) should not be recommended or should be recommended as a special contract.

Probationary Appointments (Tenure Track)

Definition: "Probationary appointments are appointments made for terms of either (a) one year, (b) two years, or (c) three years. Such terms shall be a part of a probationary period as set forth below. Probationary appointments presume that the appointee will become eligible for consideration for indefinite tenure upon satisfactory completion of the probationary period. Probationary appointees may be appointed in accordance with the provision specified below to any of the following standard academic ranks: (1) Instructor, (2) Assistant Professor, (3) Associate Professor, and (4) Professor."

Two aspects of probationary appointments are noted:

1. A probationary appointment assumes that the recommendation for indefinite tenure, when made, will be a favorable one.
2. Every faculty member who is given a probationary appointment remains in

probationary appointment status until he or she is evaluated and either recommended for or denied tenure.

Therefore, a probationary appointment should be given only if the department or school is reasonably certain that the appointee can qualify for tenure within the stated probationary period for his or her rank. The departmental APT Committee should be guided by a plan when recommending probationary appointments. This plan should take into consideration the age distribution, research expertise, long-term instructional and research commitments, and tenure profile of the department. When there is doubt as to whether an appointment should be probationary, a temporary appointment should be recommended.

Temporary Appointments (Non-Tenure Track)

Definition: "Temporary appointments are definite term appointments of any period of duration not in excess of three years which create no rights whatsoever toward achieving indefinite tenure. Additionally, this class of appointment creates no rights or expectation of renewal of appointment, nor is the University required to give reasons for not renewing such an appointment. Such an appointment expires in accordance with its term of duration and no further notice shall be required."

• • •

"In addition to standard academic ranks, temporary appointments may be made which carry the following titles:

- a. Visiting Professor, Lecturer, and others of like nature;
- b. Teaching Assistant, Graduate Assistant, Student Assistant, Research Assistant, and Research Associate;
- c. Summer School positions, whatever the titles thereof may be;

- d. Part-time and Adjunct positions, whatever the titles and/or rank thereof may be;
- e. Positions held in connection with grants, experimental or temporary programs or institutes, whatever the titles thereof may be;
- f. Positions with specialized functions, such as Professor of Military Sciences; and
- g. Any other title granted by the University."

The following appointments should be recommended as temporary appointments:

1. All appointments where it is known in advance that the individual can serve only for a limited time period.
2. All appointments to the rank of instructor. A probationary appointment as instructor requires the appointee to be promoted from instructor to associate professor within the seven-year probationary period.
3. All appointments in which the appointee may require more than the maximum probationary period to qualify for tenure. This suggests that unless the chairman or dean is confident that the appointee will qualify for indefinite tenure within the stated probationary period, the initial appointment should be temporary.

Special Contracts

Definition: "Special Contracts are contracts which are agreed upon by the contracting parties and are governed by the terms of that agreement and not by the provisions of this Manual."

• • •

"... If indefinite tenure is not granted to the appointee at the end of the probationary period, the appointee at the conclusion of the period specified in his agreement may, by a new agreement or agreements, be appointed for an additional period or periods as a non-probationary class appointee."

APPENDIX C

Appointment Procedures

1. The department chairman initiates the appointment procedure by providing the prospective candidate with Section I of an Application for Faculty Appointment Form.
2. The candidate completes and returns Section I of the Application for Faculty Appointment Form to the chairman.
3. The chairman creates the candidate's reviewing file. The reviewing file will contain Section I of the Form completed by the candidate and Section II to be completed by the appropriate departmental recommending authority.¹ The chairman forwards the file to the appropriate departmental recommending authority.
4. The appropriate departmental recommending authority reviews the file, completes Section II of the Form, adds the Form to the file, and returns the reviewing file to the department chairman.
5. The department chairman reviews the file, completes Section III of the Form, and adds it to the reviewing file. The chairman proceeds in one of the following ways:
 - a. If the appropriate departmental recommending authority recommends the appointment of the candidate, the chairman forwards the file to the dean.
 - b. If the appropriate departmental recommending authority does not recommend the appointment of the candidate and the chairman does not concur, he or she may elect to forward the file to the dean for review.
 - c. If the appropriate departmental recommending authority does not recommend the appointment and the chairman concurs, the chairman notifies the candidate that he or she was not recommended for the position. The dean also is notified of this action.
6. On receiving the candidate's file, the dean adds Section IV of the Form to the reviewing file and forwards the file to the school or college APT Committee in accordance with the bylaws of the school or college.

¹For instructors or assistant professors the appropriate departmental recommending authority consists of the tenured members of the department. For all other appointments it is the departmental APT Committee.

7. The School or college APT Committee reviews the file, completes Section IV of the Form, adds the Form to the file, and returns the file to the dean.
8. The dean reviews the file, completes Section V of the Form, adds it to the reviewing file, and forwards the file to the vice president for review and consideration.
9. The vice. President reviews the file, completes Section VI of the Form, adds it to the reviewing file, and forwards the file to the President of the University for action.

Reappointment Procedures

1. The chairman creates the candidate's reviewing file. The reviewing file will contain the faculty promotion file and other pertinent documents. The chairman forwards the reviewing file to the appropriate departmental recommending authority.
2. The appropriate departmental recommending authority reviews the file and returns it to the department chairman with a recommendation.
3. The department chairman reviews the file, makes a recommendation, adds it to the reviewing file, and forwards the file to the dean.
4. The dean reviews the file and makes a recommendation, which he or she adds to the file.
5. If the appropriate departmental recommending authority, the department chairman, or the dean recommends the reappointment of the candidate, the dean forwards the reviewing file to the vice president for review and consideration. Otherwise, the dean informs the chairman of the decision not to reappoint the faculty member and notifies the faculty member of this decision in writing.
6. On receiving the candidate's file, the vice president reviews the file, makes a recommendation, which he or she adds to the file, and forwards the file to the President of the University for action.

Promotion Procedures

1. The faculty member initiates the promotion procedure by requesting consideration for promotion.

The department chairman, in response to the request, provides the faculty member with Section I of an Application for Faculty Promotion or Tenure Form.

2. The candidate completes and returns Section I of the Application for Faculty Promotion or Tenure Form to the chairman.
3. The chairman creates the candidate's reviewing file. The reviewing file will contain Section I of the Form completed by the candidate, Section II to be completed by the appropriate departmental recommending authority, the faculty promotion file, and other pertinent documents. The chairman forwards the file to the appropriate departmental recommending authority.
4. The appropriate departmental recommending authority reviews the file, completes Section II of the Form, adds it to the file, and returns the reviewing file to the department chairman.
5. The department chairman reviews the file, completes Section III of the Form, and adds it to the reviewing file. The chairman proceeds in one of the following ways:
 - a. If the appropriate departmental recommending authority recommends the promotion of the candidate, the department chairman forwards the file to the dean.
 - b. If the appropriate departmental recommending authority does not recommend the promotion of the candidate and the chairman does not concur, the chairman may elect to forward the file to the dean for review.
 - c. If the appropriate departmental recommending authority does not recommend the promotion and the chairman concurs, the chairman notifies the candidate that he or she was not recommended for the promotion. The dean also is notified of this action.
6. On receiving the candidate's reviewing file, the dean adds Section IV of the Form to the reviewing file and forwards it to the school or college APT Committee in accordance with the bylaws of the school or college.
7. The school or college APT Committee reviews the file, completes Section IV of the Form, adds it to the file, and returns the file to the dean.
8. The dean reviews the file, completes Section V of the Form, adds it to the reviewing file, and forwards the file to the vice president for review and consideration.
9. The vice president reviews the file, completes Section VI of the Form, adds it to the reviewing file,

and forwards the file to the President of the University for action.

Tenure Procedures

1. The faculty member initiates the tenure procedure by requesting consideration for indefinite tenure. The department chairman, in response to the request provides the faculty member with Section I of an Application for Faculty Promotion or Tenure Form.
2. The candidate completes and returns Section I of the Application for Faculty Promotion or Tenure Form to the chairman.
3. The chairman creates the candidate's reviewing file. The reviewing file will contain Section I of the Form completed by the candidate, Section II to be completed by the departmental APT Committee, the faculty promotion file, and other pertinent documents. The chairman forwards the file to the departmental APT Committee.
4. The departmental APT Committee reviews the file, completes Section II of the Form, adds the Form to the file, and returns the reviewing file to the department chairman. .
5. The department chairman reviews the file, completes Section III of the Form, adds it to the reviewing file, and forwards the file to the dean.
6. The dean adds Section IV of the Form to the reviewing file and forwards the file to the school or college APT Committee.
7. The school or college APT Committee reviews the file, completes Section IV of the Form, adds it to the file, and returns the file to the dean.
8. The dean reviews the file, completes Section V of the Form, and adds it to the reviewing file. If the departmental APT Committee, the department chairman, the school or college APT Committee, or the dean recommends indefinite tenure, the dean forwards the file to the vice president for review and consideration. Otherwise, the dean informs the department chairman of the decision not to recommend indefinite tenure and notifies the faculty member of this decision in writing.
9. If the candidate is recommended for indefinite tenure, the vice president receives and reviews the file, completes Section VI of the Form, adds it to the reviewing file, and forwards the file to the President of the University for action.

APPENDIX D

Minimum Qualifications for Faculty Appointments or Promotions in the Academic Affairs Division

Listed below is a summary of the criteria for faculty appointments and promotions in the Academic Affairs Division. These criteria will vary according to the area of specialization. The APT Committee should refer to the criteria for appointments and promotions for the respective school or college as approved by the Board of Trustees.

I. Instructor

A. Degree Requirements

The Schools of Business and Public Administration, Communications, Education, Engineering, Human Ecology, and Social Work and the Colleges of Fine Arts and Liberal Arts require a master's degree in the field (or a closely allied field) of appointment. The School of Architecture and Planning requires the first professional degree in Architecture or City and Urban Planning (or a closely allied field). Exceptions to this requirement may be made when an individual has demonstrated unusual achievement or possesses professional experience equivalent to a master's degree.

The School of Divinity requires a B.D. (M. Div.) degree achieved with distinction or an M.A. degree.

The School of Law requires a J.D. degree and superior scholastic performance.

The Graduate School of Arts and Sciences does not appoint individuals at the rank of instructor.

B. Teaching Requirements

The general requirement for all schools and colleges is that the individual be judged by the members of his or her department (or the executive committee) as being capable of teaching from prepared syllabi. Student evaluation enters into the judgment of teaching competence or proficiency.

The College of Fine Arts, in addition to the above, requires at least three years of demonstrated teaching efficiency, and the School of Architecture and Planning requires two years of teaching experience at the college level or two years of experience in the office of a registered architect or city or urban planner.

II. Assistant Professor

A. Degree Requirements

The School of Architecture and Planning requires the first professional degree in architecture or city or urban planning or the terminal degree in a closely related field.

The Schools of Communications, Education, Human Ecology, and Divinity; the Graduate School of Arts and Sciences; and the College of Liberal Arts require an earned doctorate in the field (or closely allied field) of appointment. Exceptions to this requirement may be made when an individual has made an outstanding creative, research, or other professional contribution to the field or had professional experience equivalent to a doctoral degree.

In the Schools of Business and Public Administration, Engineering, and Social Work and the College of Fine Arts, a master's degree is required. The School of Business and Public Administration also requires thirty hours of graduate credit beyond the master's degree. The School of Engineering requires significant advancement toward the doctoral degree.

The School of Law requires a J.D. degree achieved with outstanding scholastic performance.

B. Teaching Requirements

The Schools of Communications, Education, Engineering, Human Ecology, and Social Work; the Graduate School of Arts and Sciences; and the Colleges of Fine Arts and Liberal Arts require demonstrated proficiency in teaching at the college level. No specific number of years is required. In addition, the Graduate School of Arts and Sciences requires a comprehensive knowledge of one's specialty and potential for outstanding teaching.

The Schools of Architecture and Planning and Business and Public Administration specifically require three years of college teaching experience; the School of Law, two years of law school teaching; and the School of Divinity, two years of college teaching. In all schools and colleges, student evaluation of teaching enters into the judgment of teaching proficiency or competence.

C. Professional Requirements

All schools and colleges require evidence of continuing professional development. In addition, the School of Law requires an individual to be a member of the bar. The School of Architecture and Planning specifically requires three years of experience in the office of a registered architect or a city or urban planner or its equivalent. The School of Engineering requires two years of any combination of professional experience and teaching or an earned doctorate. The College of Fine Arts requires performances in the individual's field of specialization. The Graduate School of Arts and Sciences requires evidence of outstanding potential for scholarly productivity, leadership roles, educational development, research activity, and memberships in professional organizations.

D. Scholarship and Research Requirements

All schools require evidence of scholarly or creative achievement (generally the achievement of or the potential for the achievement of an earned doctorate). The Graduate School of Arts and Sciences specifically requires one major scholarly peer-reviewed paper, monograph, or book within the previous three-year period.

III. Associate Professor

A. Degree Requirements

The School of Architecture and Planning requires the first professional degree in architecture or city or urban planning or the terminal degree in a closely related field.

The Schools of Business and Public Administration, Communications, Divinity, Education, Engineering, and Human Ecology; the Graduate School of Arts and Sciences; and the Colleges of Fine Arts and Liberal Arts require an earned doctorate. Exceptions to this requirement may be made when an individual has achieved national prominence in the field or is in one of the performing areas in the fine arts.

The School of Architecture and Planning and the School of Social Work require master's degrees with other teaching and professional requirements.

The School of Law requires the J.D. degree achieved with distinguished scholastic performance.

B. Teaching Requirements

The Schools of Communications, Engineering, and Social Work and the Colleges of Fine Arts and Liberal

Arts require demonstration of sustained proficiency in teaching with no specified number of years.

The School of Architecture and Planning specifically requires four years of experience at the assistant professor level; the School of Business and Public Administration, five years at the college level; the School of Divinity, five years at the undergraduate level—at least two years of which are at the assistant professor level; the Schools of Education and Human Ecology, three years at the college level; the Graduate School of Arts and Sciences, three years at the college level; and the School of Law, four years of law school teaching.

C. Professional Requirements

The Schools of Business and Public Administration, Communications, Divinity, Education, Human Ecology, and Social Work and the College of Liberal Arts require evidence of continued professional development, such as participation in learned societies.

The School of Architecture and Planning requires professional registration or a doctorate degree; the School of Engineering, four years of professional experience or professional engineering registration; the College of Fine Arts, distinguished performances in the field of music, art, or drama; the Graduate School of Arts and Sciences, the holding of an appointment as an associate professor in a department or academic unit and outstanding achievement in at least four of the five categories of graduate teaching experience, scholarly productivity, leadership roles, educational development, and professional memberships; and the School of Law, membership of the bar.

D. Scholarship and Research Requirements

The Schools of Architecture and Planning, Business and Public Administration, Divinity, Engineering, Law, and Social Work require evidence of publication, presentation of scholarly papers, or the carrying out of an approved major research project.

The Schools of Communications, Education, and Human Ecology require, in addition to the above, publication of a book, monograph, or research article or the completion of a major research project within the last five years immediately preceding appointment or promotion. The College of Liberal Arts requires the completion of a major research project since the appointment or promotion to assistant professor.

The College of Fine Arts requires a zest for intellectual and creative inquiry as evidenced by creative work in music, art, or drama. The Graduate School of Arts and Sciences requires outstanding achievement in research activity and three major scholarly peer-

reviewed papers, monographs, or books within the last five years and since attaining the rank of assistant professor.

IV. Professor

A. Degree Requirements

In all schools and colleges, the degree requirements are the same as those for associate professor.

B. Teaching Requirements

The School of Engineering, the School of Social Work, and the College of Fine Arts require sustained proficiency in teaching with no specified number of years; the Graduate School of Arts and Sciences requires outstanding achievement in graduate teaching and proficiency with at least five years of teaching in a college or university.

The Schools of Communications, Education, and Human Ecology and the College of Liberal Arts require the individual to be a teacher of merit with at least five years of teaching experience at the college level.

The School of Architecture and Planning requires eight years of experience at the college level; the School of Business and Public Administration, at least eight years at the college level; the School of Divinity, eight years, with three to five years teaching at the rank of associate professor; and the School of Law, six years of law school teaching.

C. Professional Requirements

The school of Engineering requires six years of professional experience in addition to the professional requirements for associate professor. The Graduate School of Arts and Sciences requires the holding of an appointment as a professor in a department or an academic unit and outstanding achievement in scholarly and creative productivity, professional standing and performance, leadership roles and educational development, and activity in professional societies. All other schools and colleges have the same requirements as those for associate professor.

D. Scholarship and Research Requirements

The Schools of Architecture and Planning, Engineering, Law, and Social Work have the same requirements as for associate professor.

The Schools of Business and Public Administration, Communications, and Education and the Colleges of Fine Arts and Liberal Arts, in addition to the requirements for associate professor, require continued and significant productivity or sustained creative research activity.

The School of Divinity requires the publication of at least one major work in the field of specialization. The Graduate School of Arts and Sciences requires two major scholarly peer-reviewed papers, monographs, or books within the last three years and since achieving the rank of associate professor.