

Recommendation 305-2015

Revised Minimum Criteria Governing Consideration for Appointment, Reappointment, Promotion and Tenure in the Academic Ranks of the Howard University School of Communications

It is respectfully recommended that the Board of Trustees approve the revised criteria governing faculty appointments, reappointments, promotion and tenure in the Howard University School of Communications. The revised appointment, reappointment, promotion and tenure guidelines are included as *Attachment A* to this recommendation. The revised criteria conform to guidelines set forth in The Howard University *Faculty Handbook* and the Howard University *Workload Policy*. The revised criteria have been reviewed for legal sufficiency by the General Counsel.

JUSTIFICATION

The Faculty and Dean of the School of Communications recommend these revised criteria for appointing, reappointing and promoting Faculty, and for granting tenure to Faculty to better align with national standards for teaching, research, professional development, creative works and service. These revised criteria will enable the School of Communications to maintain and enhance a Faculty that has academic, scholarly and professional credentials, which are associated with a nationally recognized School of Communications and to position the school to enhance its international reputation. The faculty of the School of Communications approved the proposed revised criteria on May 13, 2014.

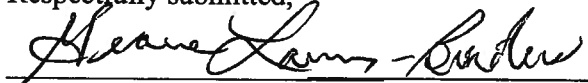
Recommendation 305-2015 addresses Appointment, Promotion and Tenure (APT) guidelines in the School of Communications (SOC) and outlines the APT criteria and procedures by which Faculty scholarly activities (teaching, research/creative, professional accomplishments and service), will be evaluated as part of the School's Faculty appointment, reappointment, promotion and tenure processes. The SOC implemented its reorganization of departments and programs in the fall of 2013. The Howard Board of Trustees approved the changes in 2012. The reorganization changed the departmental homes for some faculty. Recommendation 305-2015 serves to clarify and reflect changes across the school and ensure the appointment, tenure and promotion process is inclusive of these changes.

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

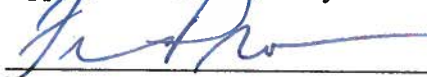
Recommendation 305-2015 defines, clarifies or details several areas relating to appointment, promotion and tenure including the following:

- Identifies expectations and standards for faculty in the areas of teaching, research and professional service;
- Provides classifications and definitions of ranks, tenure status, departments, assignments and duration of tenure track appointments;
- Discusses the application and review process for promotion and tenure;
- Describes initial probationary appointments and subsequent reappointments in rank;
- Identifies and defines the process for initial appointments, reappointments, promotion and/or tenure; and
- Provides the schedule of the promotion and appointment process through the ranks.

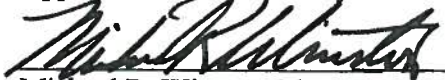
Respectfully submitted,

 1/8/15
 _____ Date
 Gracie Lawson-Borders, Ph.D.
 Dean, Howard University School of Communications


Approval recommended by:


 1/12/15
 _____ Date
 Florence Prioleau, J.D.
 General Counsel

Approval recommended by:

 1/12/15
 _____ Date
 Michael R. Winston, Ph.D.
 Provost and Chief Academic Officer

Approval recommended by:

 1/22/15
 _____ Date
 Wayne A. I. Frederick, M.D., MBA
 President

Approved by the Board of Trustees, on 01.24.15


 Artis G. Hampshire-Cowan, Esq.
 Secretary of the Board of Trustees

ATTACHMENT A

APPOINTMENT, PROMOTION AND TENURE GUIDELINES FOR HOWARD UNIVERSITY SCHOOL OF COMMUNICATIONS

I. PURPOSE

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

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

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

II. EXPECTATIONS AND STANDARDS

- A. The overarching goal guiding all policy decisions in the School of Communications is to advance, at a level of excellence, the development and dissemination of knowledge in the field of communications through teaching, research, professional activities, and service.
- B. Faculty members in the School of Communications are expected to perform at a high level of scholarly excellence. To qualify for faculty appointment, reappointment, promotion or tenure, Faculty members must at minimum meet the standards, as set forth in the *Faculty Handbook*, as it relates to scholarly productivity in the areas of teaching, research, professional development, creative accomplishments and service.
- C. Because of the wide range of disciplines represented within the School of Communications, it is understood that the appropriate evidence of excellence and procedures for making judgments will vary somewhat among academic departments. Promotion and tenure standards in the School cannot be fixed, are not absolute and

will reflect, to some degree, the varying unique needs of the School as reflected in each academic department.

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

III. CLASSIFICATION AND DEFINITIONS

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

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

A. Faculty Ranks

The School of Communications faculty consists of:

1. Professors
2. Associate Professors
3. Assistant Professors

4. Instructors
5. Lecturers
6. Master Instructors
7. Clinical Educators
8. Staff members with teaching responsibilities, and
9. Special Titles, as set forth in the *Faculty Handbook*:

1. **Professors** are individuals who are in the University's highest academic rank and are recognized scholars who have a cumulative record of excellent teaching effectiveness, peer-reviewed research publications or juried creative activities appropriate to the discipline, professional development, and substantial service appropriate to the discipline.

2. **Associate Professors** are individuals who have demonstrated the personal and intellectual qualities that with increased development are expected to lead to appointment to the rank of professor.

3. **Assistant Professors** are individuals who have given evidence of superior potential for developing academic credentials leading to appointments at higher ranks. Appointment in this rank provides a period during which an individual has an opportunity to confirm his or her interest and motivation as being appropriate to the broad scope of university faculty responsibilities, and also one in which senior faculty may assess the promise and the competence of the faculty member's performance.

4. **Instructors** are often individuals the University intends to appoint as assistant professors, but who have not completed all the expected terminal degree requirements. An instructor holds appropriate academic or professional qualifications and gives promise of excellent teaching. Evidence of promise in research is desired, but not required. An instructor is expected to be able to plan and conduct courses with little or no supervision.

5. **Lecturers** responsibilities are primarily, if not entirely, in teaching. Research responsibilities are not included. The rank of lecturer is used for persons who do not possess the normally expected research and scholarly credentials, but provide valuable instructional services.

6. **Master Instructor.** (See *Faculty Handbook*)

7. **Clinical Educator.** The Communication Sciences and Disorders Clinical Educator Track (CSD-CET) is intended for individuals whose primary role is to supervise and teach students through clinical instruction in the Howard University Speech and Hearing Clinic (HUSHC), Howard University Hospital (HUH) and clinical sites in the Washington metropolitan community. CSD-CET faculty provide student clinical training through a "Master Clinician" model; demonstrate best practices in the assessment and treatment of individuals with communication, cognitive and

swallowing disorders; teach a minimum of one course per year; and conduct in-service training for students, teachers, parents and other professionals. Although not a major responsibility, they may also conduct research and are not eligible for tenure.

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

8. Staff members with teaching responsibilities.

9. Special Titles (Please see the *Faculty Handbook* for more information).

B. Tenure Status

Faculty status in the School of Communications may be indefinite tenure (no end date), probationary (tenure track), or non-tenure track (Instructor, Master Instructor, Clinical Educator, Research Faculty Member, Temporary or Special Titles).

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

C. Academic Tracks for Non-Tenured Faculty

Full-time, non-tenured faculty in the School of Communications must be appointed on a specific track. The tracks may include the following: probationary (tenure track) and non-tenure track. Non-tenure-track appointments include temporary, indefinite renewable term appointments as Instructor, Master Instructor, Clinical Educator and Research Faculty Member. Staff with teaching responsibilities is an indefinite renewable appointment. If the staff member separates from the position, he or she must reapply for a faculty appointment. Non-tenure-track appointments may apply to be designated as Fixed-Term Graduate Faculty.

D. Department Assignment

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

membership and voting rights in each unit. The faculty member shall hold the same rank in each unit regardless of the percentage of effort and funding in each unit. Professional duties and assignments are distributed between two or more units of the University in any proportion of full-time service that may be mutually agreed on.

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

E. Duration

Faculty on full-time, probationary tenure-track appointments may serve no more than a maximum of seven (7) years consistent with the *Faculty Handbook*. Faculty on other non-tenure track appointments including Master Instructor, Clinical Educator and Research Educator Track may have indefinite renewable appointments consistent with the *Faculty Handbook* and the process outlined within this policy.

F. Effort Status

Faculty in the School of Communications can be either part time or full time. Part-time faculty will carry the title of “staff with teaching responsibility”. Part-time faculty may not teach more than six (6) credit hours per semester. Faculty appointed in part-time positions or who have full-time staff appointments may teach courses within the School of Communications and may participate in some committees as outlined in the School Bylaws, but they are not voting members of the faculty.

G. Legitimate Journals

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

One marker of a journal’s credibility and rigor is the “journal impact factor,” i.e., the average number of times articles from the journal published in the past two years have been cited in the *Journal Citation Report* year (Note: An impact factor of 1.0 means that, on average, the articles published one or two years ago have been cited one time.) Additional markers could include a journal’s acceptance rate and a journal’s sponsorship by a well-established communication (or other scholarly)

organization. Also to be considered are the number of times a candidate's published work has been cited in other major studies.

H. Quality Press

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

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

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

IV. APPOINTMENTS, PROMOTION AND TENURE COMMITTEE STRUCTURE AND APPLICATION REVIEW PROCESS

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

A. Structure

1. There will be an Appointments, Promotion and Tenure Committee in each academic department and one at the School level.
2. The Department APT Committee shall be a standing committee composed of tenured faculty members in the department. Department APT Committee members cannot simultaneously serve on the School-wide APT Committee. If at the department level there is not an adequate number of tenured faculty members, the Dean, after consultation with the department chair, shall appoint to the Department APT Committee additional required tenured faculty members at the appropriate rank from within the School of Communications. The Department APT Committee shall be charged with examining all candidates for appointment, reappointment, promotion and tenure. It shall also coordinate the mentoring of probationary faculty members and those faculty members seeking reappointment and promotion.
3. The School-wide APT Committee shall consist of two (2) elected tenured faculty members from each department, the majority of whom shall be full professors. School-wide APT Committee members may not serve on Department APT Committees within the School. If, at the School-wide level, there is not an adequate number of tenured faculty members at the required rank, the Dean shall appoint, after consultation with the School-wide APT Committee, tenured faculty

members from outside of the School. For this purpose, Faculty appointments from outside the School shall be from related academic units and shall consist of individuals who have academic credentials and rank appropriate for carrying out a peer review of faculty members in the School of Communications.

B. Process

1. For promotion and tenure within a department:
 - a. The candidate shall prepare the promotion and tenure application file and submit it for review to the Department Chair who will facilitate the collection of external reviewer comments and transmit the complete application to the Department APT Committee.
 - i. An applicant must submit the application as an e-portfolio. Any supporting materials that cannot be provided in the e-portfolio must be provided to the Department Chair for distribution to internal and external reviewers.
 - ii. Applications for tenure and/or promotion shall include evaluations from four (4) external reviewers at or above the rank the applicant is seeking. The candidate shall recommend two (2) external reviewers at or above the rank the candidate is seeking. The Department APT Committee shall select the four (4) external reviewers, including two (2) of the reviewers recommended by the candidate.
 - iii. The e-portfolio shall contain a brief narrative describing the applicant's teaching, research/creative and professional productions as defined by the applicant's respective department(s) and service. The narrative must address the applicant's research/creative and professional productions since joining Howard University and/or since his/her last promotion or receipt of tenure. The purpose of the summary narrative of the applicant's scholarly achievements is to aid the Department and School-wide APT Committees, the Dean and the Provost in their review of the application.
 - iv. The e-portfolio must also include evidence of teaching including, but not limited to, student teaching evaluations, peer evaluations and administrator evaluations.
 - b. There shall be four levels of independent review. The levels will include the following steps: After the Department Committee completes its review of an application, the Committee shall forward it to the Department Chair. The Department Chair shall review the credentials of the applicant and forward his or her recommendation, along with that of the Department APT Committee, to the Office of the Dean for transmittal to the School-wide APT Committee for review. The School-wide APT Committee shall review the credentials of the applicant and will forward its recommendation to the Dean. The Dean shall review the credentials of the applicant and will forward her/his recommendation, along with all previous

recommendations and the complete application, to the Office of the Provost. The review shall conform with the University's timetable.

c. In reviewing the candidate's qualifications for promotion and tenure, the following stipulations shall apply:

- i. Only tenured faculty members may recommend applicants for tenure;
- ii. Only faculty members of equal or higher rank than the rank being considered may recommend applicants for promotion;
- iii. No faculty member shall be part of his/her own APT evaluation process;
- iv. Department APT Committee members cannot serve on the School-wide APT Committee simultaneously and may only review candidates at one level of the process.
- v. Tenure reviews must be initiated consistent with the scheduled review that is associated with the applicant's date of appointment and academic rank.
- vi. Deadlines for review will be established by the Office of the Provost and Chief Academic Officer.
- vii. Consideration for appointment and promotion to the rank of Associate Professor and the award of tenure shall be completed simultaneously.
- viii. Reviews for promotion may also be initiated by the Dean, Department Chair, Department APT Committee or the individual faculty member.
- ix. The Department Chair's letter of transmittal to the Department APT Committee and external reviewers must include the recommended faculty title, rank, status, and duration of the candidate's appointment. The Department Chair must submit, along with the transmittal letter, the criteria established by the department that establishes standards of excellence in all areas of review. The transmittal letter and criteria should remain with the application throughout the review process.

C. For Faculty Appointments within Centers, Programs and Institutes of the School of Communications

1. The unit director shall initiate the review process by submitting a recommendation for the faculty appointment including the candidate's credentials to the School-wide APT Committee for review. The recommendation must explain the candidate's teaching responsibilities and the scope of those responsibilities (professionals, undergraduate students, graduate students, etc.). The unit director must explain the recommended faculty title, rank, status, and duration of the candidate before transmission to the School-wide APT Committee and external reviewers.
2. The candidate's credentials must include a resume/curriculum vitae, a brief narrative describing the applicant's teaching, research, creative accomplishments, scholarship, professional development and service. The narrative must address the applicant's scholarly activities since joining Howard University and/or since his/her last promotion or appoint to a non-tenure track renewal appointment (clinical or research track). The purpose of the summary narrative of the applicant's scholarly

achievements is to aid the APT committees, the Dean and the Provost and Chief Academic Officer in their review of the application. Three (3) external recommendations must be included in the application. The School-wide Committee must follow the same process as those used for other appointments, as described within this document and *Faculty Handbook*.

V. APPOINTMENT, REAPPOINTMENT, PROMOTION AND TENURE CRITERIA

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

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

PREAMBLE

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

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

1. ***Exceptional Appointments:*** It is recognized that there will be occasions when an individual with exceptional accomplishments and expertise is offered an appointment. These exceptions will be considered individually and treated on a case-by-case basis.

2. **Early Tenure Applications:** In exceptional cases, using the regular process of tenure in the following situations, tenure may be granted before the fifth year of appointment:
 - a. when appointment to the Faculty at the University requires the continuation of tenure previously awarded by another institution of higher learning;
 - b. when appointment to the Faculty follows several years of continuous tenure-track service at a prior institution;
 - c. when a prestigious fellowship valuable to the School of Communications interrupts continuous service during the probationary period; or
 - d. when some extraordinary reason indicates that the School will be well served by the early grant of tenure.

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

VI. INITIAL NON-PROBATIONARY APPOINTMENTS (Non-Tenure Track)

Candidates for initial appointment are evaluated with respect to their education, their potential for teaching and their potential for scholarly productivity. In exceptional cases, the chair of a department, in conference with the Executive Committee, may consider other pertinent criteria for appointment.

A. Lecturer

All appointments to the Lecturer rank are temporary, non-tenure track one-year appointments. The appointment as Lecturer is made outside the ranks of permanent academic appointments. Such appointments are made for a limited number of reasons where: 1) such an appointment is necessary to cover a course that cannot be taught by existing regular faculty; 2) emergency situations require such an appointment on a full-time basis; 3) candidates are not qualified for regular appointment; or 4) restrictions on budgetary allocations prevent a regular faculty appointment.

1. The candidate shall hold a graduate degree in the proposed subject or in a closely aligned field. This requirement may be waived where the candidate has a longstanding record of recognized professional experience.
2. The candidate shall have demonstrated potential for teaching proficiency on the basis of past experience or on the basis of teaching evaluations (student and peer) provided with the application.

3. The candidate shall have demonstrated evidence of professional potential on the basis of past experience (such as participation in creative and professional projects and/or research) or on the basis of references provided with the application.

Status and Duration

Temporary Lecturer appointments are term-limited appointments on a year-by-year contract not to exceed a total of seven (7) years, as specified by the *Faculty Handbook*.

B. Special Titles- as outlined in the *Faculty Handbook*.

C. Master Instructor –(See *Faculty Handbook*)..

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

VII. INITIAL PROBATIONARY APPOINTMENT (Tenure Track)

A. Instructor

1. The candidate shall hold the master's degree or the bachelor's degree and five or more years of relevant experience.
2. The candidate must have demonstrated potential for teaching proficiency on the basis of past experience and/or on the basis of teaching evaluations (student and peer) provided with the application.
3. The candidate must have demonstrated evidence of scholarly and professional potential on the basis of past experience (such as through presentation of research at scholarly meetings, or responsible participation in creative projects) and/or on the basis of references submitted with the application.

4. Status and Duration

Instructor appointments are term-limited appointments made on a year-by-year basis, not to exceed a total of seven (7) years.

Faculty who have completed their seven (7) years in probationary appointments cannot subsequently be placed in a Master Instructor appointment. Master Instructor status is granted and governed by the *Faculty Handbook*.

B. Assistant Professor

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

C. Associate Professor

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

- Book chapter(s)
- Refereed articles in legitimate journals

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

D. Professor

All permanent appointments to the rank of Full Professor are tenured appointments in the School of Communications. Temporary appointments at this rank may be made with a title of Visiting Professor or Adjunct Professor in accordance with the *Faculty Handbook*.

1. The candidate must possess a doctorate or terminal professional degree; or at a minimum a master's degree and professional distinction at the national or international level.

2. The candidate must have at least five (5) years of prior teaching experience at an excellent level of proficiency as determined on the basis of recommendations provided with the application and any other evaluative information.

3. Within the last six (6) years, the candidate shall have:

- One (1) peer reviewed book

OR

- Media productions (as described in Appendix A.)

OR

- Major productions (as described in Appendix B and Appendix C.)

OR

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

VIII. FIRST REAPPOINTMENT IN RANK:

These criteria govern all reappointments in rank for Lecturer, Instructor, Master Instructor, Clinical Educator, Special Titles, Assistant Professor and Associate Professor.

A. Lecturer

1. Degree requirements are the same as established for initial appointments. [*Please refer to Section VI(A)*].

2. The candidate must have satisfactory teaching proficiency at Howard University. *[Please refer to Section VI(A)].*

3. For Lecturers, there here are no minimum requirements for scholarly and professional productivity (*Faculty Handbook*).

4. The candidate must have contributed excellent departmental, school and University service at Howard University and/or related community service as determined by the department forwarding the recommendation.

B. Instructor

1. Degree requirements are the same as established for initial appointments. *[Please refer to section VII(A)].* If the initial appointment in this rank involved enrollment in a graduate degree program, the candidate must have made satisfactory progress in completing the degree program to be considered for reappointment in rank.

2. The candidate must have excellent teaching proficiency at Howard University. *[Please refer to section VII(A)].*

3. The candidate must have demonstrated consistent active participation in his/her relevant field or profession.

4. The candidate must have contributed satisfactory departmental, school and University service at Howard University and/or related community service as determined by the department forwarding the recommendation.

C. Assistant Professor

1. Degree requirements are the same as established for initial appointments. *[Please refer to section VII(B)].*

2. The candidate must have excellent teaching at Howard University. *[Please refer to section VII(B)].*

3. The candidate must have published or had accepted for publication one (1) refereed article or book chapter and must document one (1) or more such items as under review; OR must document media productions (see Appendix A); OR must document major progress on one (1) major production (see Appendices B and C).

4. The candidate must have contributed satisfactory departmental, School and University service at Howard University and/or related community service as determined by the department forwarding the recommendation.

D. Associate Professor

The Associate Professor rank is only eligible for reappointment one (1) time during the probationary period. Reappointments to the Associate Professor rank are two (2) year appointments.

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

IX. SUBSEQUENT REAPPOINTMENT IN RANK:

These criteria govern only subsequent reappointments to the rank of Assistant Professor. All reappointments to the ranks of Lecturer and Instructor are governed by Sections VI and VII.

A. Assistant Professor

1. Degree requirements are the same as established for initial appointments. *[Please refer to section VII(B)].*
2. The candidate must have satisfactory teaching experience. *[Please refer to section VII(B)].*
3. In the previous two (2) years, the candidate must have published or accepted for publication two (2) refereed articles or book chapters and must document one (1) more such item as under review; OR have demonstrated increased sufficient progress toward media productions (see Appendix A) OR one (1) major production (see Appendices B and C).
4. The candidate must have provided significant University and/or related community service as determined by the department forwarding the recommendation.

X. PROMOTION AND TENURE:

Appointments to the rank of Assistant Professor for those who have previously served as Lecturer, Master Instructor, Clinical Educator or Special Titles shall not be promoted to a higher position. They may apply for an Assistant Professor position, but upon appointment, these appointments will be considered initial appointments in the probationary track. Such appointments are governed by criteria in Section IV.

Conversion of Temporary Faculty Appointments to Tenure-track Positions

An Assistant Professor and Associate Professor who are hired through a national search as a temporary faculty line with the potential to be converted to a tenure-track position may be moved to the tenure-track line without the repeat of a search. Accomplishments during the temporary term can count toward tenure.

A. Associate Professor

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

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

OR

 - Media Productions (see Appendix A)

OR

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

OR

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

B. Professor

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

1. Degree requirements are the same as established for initial appointments. *[Please refer to section VII(D)].*

2. The candidate must have excellent teaching experience. *[Please refer to section VII(D)].*

3. Since the appointment at this rank, the candidate must have published or had accepted for publication:

OR

- One (1) peer reviewed book

OR

- Media Productions (see Appendix A)

OR

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

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

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

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

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

Application/Appointment

Contract 1: Year 1 & 2

- End of Year One:
 - Activity Report to the Dean, Chair
 - Promotion/Tenure Advisory Review Form
- Beginning of Year Two:
 - Application for Reappointment for contract 2
- End of Year Two:
 - Activity Report to the Dean, Chair
 - Promotion/Tenure Advisory Review Form

Application for Reappointment

Contract 2: Year 3 & 4

- End of Year Three:
 - Activity Report to the Dean, Chair
 - Promotion/Tenure Advisory Review Form
 - Third-Year Review
- Beginning of Year Four:
 - Application for Reappointment for contract 3
- End of Year Four:
 - Activity Report to the Dean, Chair
 - Promotion/Tenure Advisory Review Form

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

- Beginning of Year Five
 - Application for promotion and tenure would commence contract 4

At third reappointment, candidate would be expected to prepare credentials for external review and tenure decision. Credentials should be prepared during summer months in preparation for transmittal to external reviewers for completion by October 1 of the year in which candidate is applying for promotion and tenure.