

Harvard University

Graduate School of Design

Handbook for Academic Appointments

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## INTRODUCTION

The mission of the Graduate School of Design is to advance the professions concerned with the planning and design of buildings and landscapes, together with their urban, suburban, and rural settings. The school fulfills that mission in two important ways: by preparing and advancing individuals in professional and academic careers and by extending the knowledge and skills of the design fields. The objective is to achieve the world's foremost intellectual environment for study and research in architecture, landscape architecture, urban planning, and urban design.

To succeed in its mission, the GSD must develop an academic community of quality and diversity. This document describes the principles that guide the selection and advancement of individuals who fill faculty positions in the school and provides guidelines for the procedures involved in the appointment process. Faculty and other reviewers engaged in this process have the opportunity, as well as the obligation, to assist the school in developing a faculty that will fulfill its academic and institutional objectives.

The conditions and procedures that follow are intended to complement and extend university policies and, should conflict arise, university policies shall govern.

The *Handbook for Academic Appointments* is one of three documents that explain policies and procedures at the Harvard University Graduate School of Design:

1. The *Handbook for Academic Appointments* describes the policies and procedures governing appointments to the Faculty of Design and of non-faculty academic appointments. These policies are approved by the Office of the Provost at Harvard University.
2. The *GSD Faculty Handbook* gives an overview of the GSD and details of selected administrative policies of the school.
3. The *GSD Student Handbook*, written by students in conjunction with staff in the Office of Student Services, contains policies governing student conduct. It also gives information on student life, resources and services.

## Appointments to the Faculty of Design

### List of Appointments

Each academic appointment to the Faculty of Design is made under one of the following titles and reflects the career patterns of the individuals and their relationship to the school's programs. Except for tenured appointments, all appointments are for fixed terms, and there are no obligations for reappointment beyond those terms. The structure of the faculty positions and the limitations on service, together with the procedural guidelines, are intended to provide both an orderly process for the evaluation of individuals holding faculty appointments and reasonable notice about the potential for and likelihood of reappointment.

The maximum time of continuous or discontinuous active service in each of the academic ranks is indicated below. For a summary, refer to Appendix IV (Chart Illustrating Maximum Years of Appointment in Each Rank or Position).

#### *Total Length of Service Allowed in all Non-tenured Faculty Ranks Combined*

The total combined terms of consecutive or non-consecutive service for any non-tenured, term-limited faculty cannot exceed **15** years. The maximum terms of, and total limits on combined service establish standards for personnel decisions. In extremely rare instances, these standards may be adjusted upon recommendation of the Senior Faculty Council and approval by the dean. This condition does not apply to GSD staff members who hold dependent lecturer appointments.

### Senior Faculty Appointments: Tenured

*Professor*

*Professor in Practice*

### Senior Faculty Appointments: Non-Tenured

*Professor in Residence*                      5 year limit per appointment, with possibility of one reappointment for a maximum of 10 years.

*Professor in Practice*  
*Senior Lecturer*                              5 year limit per appointment, no limit on the number of reappointments. Special rules apply for reappointments beyond 10 cumulative years of consecutive or non-consecutive service.

### Junior Faculty Appointments: Non-Tenured (total of eight years full-time, see below)\*

*Associate Professor*                        5 year limit

*Associate Professor in Practice*        10 year limit, part-time

*Assistant Professor*                        5 year limit, including time spent as Instructor/Assistant Professor

*Assistant Professor in Practice*        5 year limit, part-time

*Instructor/Assistant Professor*        1 year limit, with a possibility of one reappointment under extenuating circumstances

\*The maximum time of continuous or discontinuous active service for assistant and associate professors is eight years combined. A one-year extension may be granted for an unpaid professional leave (or leaves) of absence. An additional year may also be granted for maternity leave or primary child-care responsibilities. In such instances, the end date of the term of appointment will normally be extended by the amount of the leave. For information about leaves and their conditions, see the section on leaves in the GSD Faculty Handbook.

### Faculty Affiliate Appointments: Non-Tenured

*Affiliated Faculty*                            3 year limit, with possibility of reappointment.

### **Multi-Year Appointments: Non-Tenured**

<i>Design Critic</i>	5 year limit, with possibility of reappointment. Special rules apply for reappointments beyond 10 cumulative years of consecutive or non-consecutive service.
<i>Lecturer</i>	5 year limit, with possibility of reappointment. Special rules apply for reappointments beyond 10 cumulative years of consecutive or non-consecutive service.

### **Annual Appointments: Non-Tenured**

<i>Design Critic</i>	1 year limit, with possibility of reappointment. Special rules apply for reappointments beyond 10 cumulative years of consecutive or non-consecutive service.
<i>Lecturer</i>	1 year limit, with possibility of reappointment. Special rules apply for reappointments beyond 10 cumulative years of consecutive or non-consecutive service.
<i>Instructor</i>	1 year limit, with one reappointment.
<i>Visiting Professor</i>	2 year limit
<i>Visiting Associate Professor</i>	2 year limit
<i>Visiting Assistant Professor</i>	2 year limit

For all multi-year and annual appointments, a part-time appointment of any duration in any one year is equivalent to one year of service.

The maximum terms of, and total limits on service described above establish standards for personnel decisions. Under extraordinary circumstances, however, these standards may be adjusted upon recommendation of the Senior Faculty Council and approval by the dean and the president or the president's designee.

### **General Conditions for the Development of the Faculty**

The school seeks to attract and retain individuals who possess the personal qualities that enable them to be highly effective teachers and contributors to the school's programs. These qualities generally include high levels of intelligence, clarity of expression, analytical ability, critical judgment, imagination, creativity, initiative, and industry. Essential also are a willingness to support free inquiry and expression by others and the capacity to work in constructive collaboration with others.

The school intends to select the best available person to fill each position, whether from inside or outside the university. If the best available person to fill a position does not meet the standards of excellence sought for the faculty, the school generally considers it better to leave the position unfilled.

The total number of positions in the faculty and the balance between junior and senior positions are largely governed by the financial resources available. It is normal practice to appoint more individuals to junior ranks than ultimately can be appointed to tenured professorships. As a consequence, most individuals appointed as assistant professors will continue their careers elsewhere. Individuals appointed or promoted to associate professor are not assured of future tenured appointments, and there is no routine review for considering promotion to a tenured position during an appointment as associate professor. At such times when an appropriate tenured

position becomes available, an associate professor may be a candidate for the position as part of the normal search and review process, but there is no assurance that he/she will be the successful candidate.

### **Additional Criteria Applying to Tenured and Junior Appointments**

In addition to the personal qualities sought in individuals appointed to the faculty, the school assesses candidates for appointment, reappointment, and promotion by the following criteria:

#### *Teaching*

Candidates must demonstrate achievement in teaching through their command of subject, logic of organization, clear communication of material, and capacity to develop relationships between the topic and the broader field. They shall also provide evidence of their ability to arouse curiosity in and stimulate creative work by students. Supervising independent study and research by students is part of the teaching responsibilities. The preparation of textbooks or teaching aids and development of the curriculum are added demonstrations of attainment in teaching, but they are not substitutes for successful classroom or studio performance.

#### *Creative Work*

A candidate's scholarship, design, or professional work, or a combination thereof must provide evidence of a creative and productive mind. The school will assess creative work by examining normal products of such activity, including drawings, models, exhibitions, and built work, as well as work and publications authored by the candidate and publications about the candidate's work. The work will be evaluated for originality, significance, and intellectual contribution to the field. Although the quality, rather than the quantity, is paramount, the candidate should show evidence of continuing productivity that will benefit the learning of others. Professional activities that do not represent significant original work are evidence of competence, but they are not substitutes for the requirement of creative achievement.

#### *Academic Service*

Academic service to the department, the school, and the university in the form of student advising and participation in program development and administration is mandatory for reappointment or promotion in all tenured and junior ranks.

Service to public agencies, community organizations, and professional societies shall be taken into consideration, but it is not a substitute for service to the school and university.

#### *Summary*

In the school's evaluation of candidates for appointment, reappointment or promotion, desirable personal qualities and high potential are not substitutes for a record of continued and productive achievement. Creative contributions to the field through scholarship and/or design are essential to effective teaching over time. Continued study and investigation with public exposition of research and professional accomplishments are normal obligations of faculty at Harvard.

The school appraises candidates according to individual career development. It is not expected that individuals in the initial phases of their careers will have the same records of achievement as more senior individuals in the field. The guiding principle is that the school should have a faculty of exceptional quality and that its individual members should be among the most creative and productive in the field when compared to individuals at comparable stages of career development.

## **Instruction and Research Conducted by Faculty**

The Graduate School of Design benefits from the participation of many individuals who bring differing perspectives and experience to informal learning settings. Nevertheless, formal instruction shall be conducted only by individuals who currently hold valid appointments in the Faculty of Design or occasionally in another Faculty at Harvard, and who have been selected, reviewed, and approved essentially in accordance with the procedures described in this handbook. Similarly, research shall be conducted by individuals currently holding valid senior, junior, or multi-year appointments in the faculty who have been through the same selection and approval processes. Limited exceptions to these policies are defined for individuals who hold non-faculty appointments related to teaching and research.

## **Appointment of Former GSD Faculty**

Individuals who have held the position of assistant or associate professor in the Faculty of Design may not be reappointed to the same position again unless the earlier appointment was not completed because of health reasons or other serious personal necessities. In such circumstances, a single reappointment for the balance of the incomplete term may be made without the normal notice and search process. An individual who completed a term as assistant professor but was not promoted to associate professor may be considered as a candidate for associate professor in a normal notice and search process, but only after a two-year break in service. The sum of prior experience shall be considered in determining the maximum number of years that should be permitted in non-tenured positions. An individual who has completed an appointment as an assistant or associate professor may be considered for a design critic or lecturer position, but only after a two-year break in service. A junior faculty member who wishes to switch to a part-time appointment may, upon recommendation by the chair and approval by the dean, resign from the associate or assistant professor position and accept an appointment as a design critic or lecturer. The maximum FTE will generally be .50 per year and the number of years of the lecturer or design critic appointment cannot exceed the number of years remaining in the junior faculty appointment as of the effective date of resignation. A reappointment can be made only after a two-year break in service.

## **Joint Appointments in other Harvard Faculties**

Joint appointments in the Faculty of Design and another faculty at Harvard may be made in the senior or junior ranks. Individuals appointed to such positions normally hold the same position in each faculty. Joint appointments are subject to the same conditions and terms of appointment as appointments in the Faculty of Design. The search, review, and approval process shall be essentially the same as described for individual appointments, where consistent with the requirements of the other Harvard faculty involved.

## **Affiliate Status**

Affiliate status in the Faculty of Design or in one of the academic departments of the GSD may be conferred on individuals who hold primary appointments in other faculties at Harvard. Such status shall be for a fixed term of up to three years; it may be renewed and must be approved by the deans of both faculties. Such status is dependent upon holding the position in the other faculty and may not be continued should the primary appointment lapse.

## **Emeritus Status**

Individuals who have held appointments in the Faculty of Design as tenured professor or tenured professor in practice for the immediately preceding five years and who retire at age sixty or older shall receive emeritus status.

The position Research Professor is available to Graduate School of Design tenured professors and tenured professors in practice who, as they retire from active status, request this title in lieu of the designation Professor Emerita or Professor Emeritus. The title Research Professor can be held for a maximum of five years after formal retirement. Both in applying for this designation, and each year



thereafter, the faculty member should write the Dean of the Faculty to state his or her planned research or creative design activities for the coming year. In the absence of such a statement, or at the individual's request, or at the end of the five-year period, the title Research Professor will lapse in favor of emeritus designation. Research Professors are eligible for principal investigator status and may receive salary from sponsored research project accounts.

In accordance with university policy, an individual holding the rank of Research Professor is eligible to receive benefits as an employee so long as his or her annual salary from all Harvard sources remains continuously at or above the minimum for such eligibility set by the University (\$15,000 in academic year 2005-06). If annual salary falls below this minimum, the Research Professor becomes eligible for retiree benefits.

Research Professors and Emeritus Professors are eligible to teach up to one course (or the equivalent, if participating in multiple courses) per year at the Graduate School of Design if so requested by their Department Chair and the Dean, with compensation to be negotiated. Such teaching agreements shall be annual, though renewable.

### **Voting Status in the Faculty**

Active senior and junior faculty are accorded voting privileges in the faculty and assume the rights and responsibilities related to this status. From time to time and on an individual basis, other instructional or administrative personnel may be granted voting status upon recommendation of the faculty and approval by the Office of the Provost.

### **Senior Faculty Council**

Members of the faculty holding active positions as professor, professor in practice (tenured), professor in residence, and the chairs of the academic departments, who do not hold such positions, serve as members of the Senior Faculty Council. Among its duties, the Council serves as the standing committee on appointments.

### **Department Chairs**

Department chairs are appointed at the sole discretion of the dean on an annual basis. Normally chairs serve for three to five years, with a review conversation with the dean in the spring of the third year. Teaching assignments for the individual chairs are reviewed and approved annually by the dean.

### **Nondiscrimination and Nepotism**

In making appointments to the Faculty of Design, search committee members and others are bound by the policies regarding nondiscrimination, equal employment opportunity and nepotism as outlined in Section III of the GSD Faculty Handbook.

### **Affirmative Action**

Harvard University is committed to selecting and promoting faculty without discrimination on the basis of race, color, national origin, sex, sexual orientation, religion, creed, age, veteran status, or disability unrelated to job requirements. The affirmative action plan adopted by the university requires the faculties to take appropriate steps to recruit, employ and promote qualified women and minority candidates as well as qualified disabled persons and certain veterans. The responsibility for compliance with affirmative action procedures rests with the chair of the search committee, in consultation with the executive dean or the director of faculty planning.

## **Appointment Descriptions**

### **SENIOR FACULTY APPOINTMENTS: TENURED**

#### **Professor**

The position of professor is intended for individuals pursuing academic careers who are effective teachers and whose creative work in scholarship, design, or professional practice, or a combination thereof, is recognized by peers as a significant intellectual contribution to the field. Appointments are made with tenure on a full-time basis. The general conditions for development of the faculty and the additional criteria for tenured positions described in "Appointments to the Faculty of Design" apply to this position.

An individual holding the position of professor is an officer of the University and may not concurrently hold a position at another academic institution. Residency in the Boston area is normally required. These positions are intended for individuals pursuing academic careers who will employ their time teaching, conducting creative work in design or scholarship, and fulfilling their responsibilities for academic service. Activities outside the university are limited, and members of the faculty who wish to engage in professional, research, or other activities for extended periods of time at levels greater than permitted for full-time appointees will be required to change the status of their appointments. The dean of the Faculty of Design, after consultation with the Senior Faculty Council, will determine on a case-by-case basis, whether a change of status is warranted.

Individuals holding the position of professor serve on the Senior Faculty Council and provide leadership through such activities as heading departments, councils, and committees, as well as directing other aspects of the school's programs. Scholars in this position also provide leadership in the school's research activities and doctoral programs.

#### **Terms and Conditions**

Appointments may be made to the position of professor under the following circumstances: (1) when an existing tenured position becomes vacant; (2) when the school's financial condition permits creating a new position or converting an existing junior faculty position to a tenured position; and/or (3) on such occasions when the school receives a gift for an endowed chair-unless these funds are needed to support a current tenured position for which there is no endowment. When an appointment may be made, the school normally conducts a full notice and search process, as described below, and considers qualified candidates from inside the faculty and from outside the university. In exceptional circumstances, the school may conduct a targeted search as described below. A targeted search must be authorized by the Dean, in consultation with the Senior Faculty Council.

#### *Requirements for Notice, Search, Review, and Approval*

Appointment to the position of professor normally requires notice, search, blind letters, departmental review, recommendation by the department chair, review by the Senior Faculty Council, presidential ad hoc review, recommendation by the dean, and approval by the president. (See descriptions in "Procedures Involved in the Appointment Process.") In the case of a targeted search, a candidate has been identified at the beginning of the process and a targeted letter replaces the blind letter.

#### **Professor in Practice**

The position of professor in practice is intended for individuals who are pursuing careers combining professional practice, teaching, and academic service. The position is reserved for individuals who are effective teachers and whose creative work in design or professional practice, or a combination thereof, is recognized by peers as a significant contribution to the field. Appointments are made with tenure on less than a full-time basis. The general conditions for development of the faculty and the additional criteria for teaching described for tenured positions in "Appointments to the Faculty of Design" apply to this position.

An individual holding the position of professor in practice is an officer of the University and may not concurrently hold a position at another academic institution. Residency in the Boston area is normally required. The positions are intended for individuals combining academic careers with professional practice who make a continuing commitment to both teaching and academic service. Individuals holding this position who cannot continue to fulfill their full academic responsibilities for extended periods of time will be required to change the status of their appointments. The dean of the Faculty of Design, after consultation with the Senior Faculty Council, will determine on a case-by-case basis, whether a change of status is warranted.

Individuals holding the position of professor in practice assume essentially half the normal teaching load and the full normal load of administrative services, but do not have any responsibilities for conducting creative work in the school or university. They also serve on the Senior Faculty Council and provide leadership in other areas of academic service.

#### Terms and Conditions

Appointments may be made to the position of professor in practice under the following circumstances: (1) when an existing tenured position becomes vacant; (2) when the school's financial condition permits creating a new position or converting an existing junior position to a tenured position; and/or (3) on such occasions when the school receives a gift for an endowed chair-unless these funds are needed to support a current tenured position for which there is no endowment. When an appointment may be made, the school conducts a full notice and search, as described below, and considers qualified candidates from inside the faculty and from outside the university. In exceptional circumstances, the school may conduct a targeted search as described below. A targeted search must be authorized by the Dean, in consultation with the Senior Faculty Council.

#### *Requirements for Notice, Search, Review, and Approval*

Appointment to the position of professor in practice requires notice, search, blind letters, departmental review, recommendation by the department chair, review by the Senior Faculty Council, presidential ad hoc review, recommendation by the dean, and approval by the president. (See descriptions in "Procedures Involved in the Appointment Process.") In the case of a targeted search, a candidate has been identified at the beginning of the process and a targeted letter replaces the blind letter.

#### **Emeritus Status for Professor or Professor in Practice (tenured)**

Individuals who have held appointments in the Faculty of Design as tenured professor or tenured professor in practice for the immediately preceding five years and who retire at age sixty or older shall receive emeritus status.

The position Research Professor is available to Graduate School of Design tenured professors and tenured professors in practice who, as they retire from active status, request this title in lieu of the designation Professor Emerita or Professor Emeritus. The title Research Professor can be held for a maximum of five years after formal retirement. Both in applying for this designation, and each year thereafter, the faculty member should write the Dean of the Faculty to state his or her planned research or creative design activities for the coming year. In the absence of such a statement, or at the individual's request, or at the end of the five-year period, the title Research Professor will lapse in favor of emeritus designation. Research Professors are eligible for principal investigator status and may receive salary from sponsored research project accounts. Subject to availability and consistent with the School's needs, shared office space and access to resources may be provided in accordance with the Office Space policy in the GSD Faculty Handbook.

In accordance with university policy, an individual holding the rank of Research Professor is eligible to receive benefits as an employee so long as his or her annual salary from all Harvard sources remains continuously at or above the minimum for such eligibility set by the University (\$15,000 in academic year 2015-16). If annual salary falls below this minimum, the Research Professor becomes eligible for retiree benefits.

Research Professors and Emeritus Professors are eligible to teach up to one course (or the equivalent, if participating in multiple courses) per year at the Graduate School of Design if so requested by their Department Chair and the Dean, with compensation to be negotiated. Such teaching agreements shall be annual, though renewable.

## **SENIOR FACULTY APPOINTMENTS: NON-TENURED**

### **Professor in Residence**

The position of professor in residence is intended for distinguished scholars and practitioners who are effective teachers and have been recognized by their peers as having made significant, ongoing intellectual contributions within their field through a significant record of scholarship and/or practice. Appointments at this rank are made on occasion when the school determines that it has time-limited needs best served by a term appointment. Appointments are made for fixed terms up to five years on a full-time basis. A reappointment may be made for a second term up to five years under the same conditions as the initial appointment. Additional conditions on appointments and reappointments are described below.

Individuals holding the position of professor in residence are officers of the University and may not concurrently hold a position at another academic institution. Residency in the Boston area is required. Professors in residence will employ their time teaching, engaging in scholarship and/or creative work in design, and otherwise fulfilling their responsibilities for academic service. They will serve as full voting members of the Senior Faculty Council, with the exception of participation in tenure cases, and may provide leadership in the school through such activities as heading departments and programs.

Individuals who have held the rank of assistant or associate professor in the School are ineligible for employment as professor in residence following termination of their assistant or associate professor status for a five-year period thereafter.

#### *Position Authorization*

The School must first seek authorization from the provost to conduct a search—open or targeted—for an individual to fill the position of professor in residence. The focus of this review is to interrogate the School's claim that a search in this particular field should be for a term-limited position.

#### *Requirements for Notice, Search, Review, and Approval*

Initial appointment to the position of professor in residence requires notice, search, blind letters, departmental review, review by the Senior Faculty Council, recommendation by the dean, and approval by the provost. Reappointment as professor in residence for a second five-year term requires firstly reauthorization of the position by the provost and then departmental review, review by the Senior Faculty Council, recommendation by the dean, and approval by the provost. (See descriptions in "Procedures Involved in Appointment Process"). External letters are not required for reappointment. Normally, reappointments for a third term as professor in residence will not be considered. At that point, the position will either be discontinued or converted to a tenured line.

#### *Total Length of Service Allowed in all Non-tenured Faculty Ranks Combined*

The total combined terms of consecutive or non-consecutive service for any non-tenured, term-limited faculty cannot exceed **15** years. The maximum terms of, and total limits on combined service establish standards for personnel decisions. In extremely rare instances, these standards may be adjusted upon recommendation of the Senior Faculty Council and approval by the dean. This condition does not apply to GSD staff members who hold dependent lecturer appointments.

Written notice concerning the School's intention to allow an appointment to conclude at the end of the current term shall be given either at the time an appointment or reappointment is offered or not later than one year before the end of the current appointment.

## Professor in Practice

### Senior Lecturer

The positions of professor in practice and senior lecturer (non-tenured) are intended for individuals pursuing careers in professional practice or research or in such fields as art, public administration, or public service who commit themselves to continuing participation in the instructional activities of the school. The position is reserved for individuals who have achieved superior attainment in their primary professional endeavors and have been recognized by peers as outstanding in their fields. Appointments are made for fixed terms up to five years at less than full-time and normally are half-time or less, and if less than five years, can be extended with the concurrence of the chair and dean to the full five year limit without a formal review. Appointees must maintain active professional roles with the balance of their time. The general conditions for appointments to the faculty and the additional criteria for teaching described in "Appointments to the Faculty of Design" apply to this position.

Individuals holding the position of professor in practice/senior lecturer (non-tenured) are officers of the university and normally may not concurrently hold positions at other academic institutions. The teaching responsibilities normally shall be for not less than one-quarter or for more than one-half the teaching load of full-time faculty. The teaching responsibilities may be concentrated in one period or allocated over one module, one term, or the full academic year, subject to agreement on a satisfactory schedule with the chair of the academic department and the dean. If a professor in practice/senior lecturer (non-tenured) is appointed to a major administrative responsibility, such as department chair, the current appointment normally shall be extended so that review for reappointment does not occur until completion of the administrative assignment.

#### *Requirements for Notice, Search, Review, and Approval*

Initial appointment as a non-tenured professor in practice/senior lecturer requires notice, search, peer or blind letter evaluations, review by departmental senior faculty, recommendation by the department chair, review by the Senior Faculty Council, recommendation by the dean, and approval by the Provost. In the case of promotion from Associate Professor in Practice to Professor in Practice (non-tenured), a search is not required but a formal review as described below is required. Written notice concerning the school's intention to allow an appointment to conclude at the end of the current term shall be given either at the time an appointment or reappointment is offered or not later than one year before the end of the current appointment. An initial reappointment may be made for a term up to five years, and if less than five years, can be extended with the concurrence of the chair and dean to the full five year limit without a formal review.

A review would be required in year four to reappoint for any amount of time beyond the original five years, and shall require the same set of reviews and approvals, subject to internal evaluation or competitive search procedures as may be determined by the dean in consultation with the department chair, and shall normally be conducted in the penultimate year of an individual's appointment. The external letter (peer or blind letter evaluations) requirement for reappointments at the same rank will be at the discretion of the chair of the department and approval of the dean.

Reappointments beyond the 10-year cumulative or consecutive period, for terms up to five years, shall require the same process as that required for the initial appointment, and shall additionally require a Senior Faculty Council finding of "exceptional School need." The bases for such a finding are (a) that the appointee in question is virtually irreplaceable as an instructor in an area essential to the School's curriculum, or (b) that the appointee in question is such a superb instructor, ranking among the very best in the School, that the School's ability to recruit a comparable replacement is highly doubtful. A Senior Faculty Council finding of "exceptional School need" shall require approval by at least fifty percent of the entire senior faculty in residence during the semester in question.

#### *Total Length of Service Allowed in all Non-tenured Faculty Ranks Combined*

The total combined terms of consecutive or non-consecutive service for any non-tenured, term-limited faculty cannot exceed **15** years. The maximum terms of, and total limits on combined service establish standards for personnel decisions. In extremely rare instances, these standards may be adjusted upon recommendation of the Senior Faculty Council and approval by the dean. This condition does not apply to GSD staff members who hold dependent lecturer appointments.

However, individuals holding non-tenured professor in practice/senior lecturer (formerly named adjunct professor) appointments as of November 1, 2004, and whose current appointment will place them beyond a cumulative time period of 10 years, shall be exempt from the requirement of a Senior Faculty Council finding of "exceptional School need" for one additional term of appointment.

#### Terms and Conditions

##### *Notice*

Written notice concerning the school's intention to allow an appointment to conclude at the end of the current term shall be given either at the time an appointment or reappointment is offered or not later than one year before the end of the term of the current appointment. In the event of reappointment, a search shall normally be conducted during the ninth year of an individual's appointment as professor in practice/senior lecturer (non-tenured).

### **JUNIOR FACULTY APPOINTMENTS: Non-Tenured**

#### **Associate Professor**

The position of associate professor is intended for individuals pursuing academic careers who are effective teachers and whose creative work in scholarship, design, or professional practice, or a combination thereof, indicates they are making excellent progress in their academic careers and that they will likely be viable candidates for tenured positions in major U.S. colleges or universities. Appointments are made for fixed terms on a full-time basis. The general conditions for development of the faculty and the additional criteria for junior positions described in "Appointments to the Faculty of Design" apply to this position.

An individual holding the position of associate professor is an officer of the university and may not concurrently hold a position at another academic institution. Residency in the Boston area is normally required. These positions are intended for individuals pursuing academic careers who will employ their time teaching, conducting creative work in design or scholarship, and fulfilling their responsibilities for academic service. For additional information see the section "Policies on Residency, Workload and Leaves" in the GSD Faculty Handbook.

#### Terms and Conditions

##### *Appointment to Associate Professor from Outside the Faculty*

A person from outside the Faculty of Design may receive an initial appointment as associate professor for a three- to five-year term. If the initial appointment is for less than five years and unless the appointee is advised in writing at the time of the initial appointment that there will not be a review to consider reappointment, the department shall advise the candidate and conduct a review at any time before, but not later than, the penultimate year of the appointment. As a result of the review, the department may, at its option, recommend a single reappointment to extend the total time in this rank to a maximum of five years or may elect to allow the appointment to conclude at the end of the initial term.

##### *Combined Teaching and Research Appointments*

An appointment to an assistant or associate professor position may include a provision in which the faculty member dedicates a certain percentage of time to conducting research, normally under the auspices of one of the school's research centers. Annually, the percentage of time spent on teaching and on research activities will be clearly delineated. A memorandum of understanding will either be included in the initial appointment letter or added as an addendum any time after the appointment begins.

##### *Promotion to Associate Professor from Inside the Faculty*

If the review of an assistant professor in the Faculty of Design concludes that the individual is making excellent progress in an academic career and that he/she will likely be a viable candidate for

a tenured position in a major U.S. college or university, then a single appointment as associate professor may be made for a term up to five years. The first year of the appointment as associate professor shall be in lieu of the final year of the current appointment as assistant professor, but the total number of years in all ranks may not exceed eight years of active service (junior faculty hired prior to 1 July 1995 are allowed nine years of active service). Each year served as an Associate Professor in Practice counts as one half of a year toward the maximum number of years allowed in the junior faculty ranks. If there is insufficient evidence to reach such a conclusion in the case of an early review for promotion, then a single reappointment as assistant professor may be made up to the five-year allowed maximum in this rank. If there is insufficient evidence to reach such a conclusion in the case of a candidate who already holds an appointment for the five-year allowed maximum in this rank, then the appointment as assistant professor may be allowed to conclude at the end of the current term or a single appointment may be made as associate professor for up to a maximum of two years, with the first year being in lieu of the final year of the current appointment as assistant professor. Under such circumstances, there is no review to consider reappointment as associate professor.

#### *Unpaid Leave, Extensions, and Maximum Term*

The maximum time of continuous or discontinuous active service in the junior faculty ranks combined is eight years. A one-year extension may be granted for an unpaid professional leave (or leaves) of absence. An additional year may also be granted for maternity leave or primary child-care responsibilities. In such instances, the end date of the term of appointment will normally be extended by the amount of the leave. For information about leaves and their conditions, see the section "Leaves of Absence" in the GSD Faculty Handbook.

The combined total terms as assistant professor plus assistant professor in practice plus associate professor plus associate professor in practice in any combination cannot exceed ten years, including the maximum of two years extension due to an approved unpaid leave or a primary-care parental leave as defined in the GSD Faculty Handbook.

#### *Total Length of Service Allowed in all Non-tenured Faculty Ranks Combined*

The total combined terms of consecutive or non-consecutive service for any non-tenured, term-limited faculty cannot exceed **15** years. The maximum terms of, and total limits on combined service establish standards for personnel decisions. In extremely rare instances, these standards may be adjusted upon recommendation of the Senior Faculty Council and approval by the dean. This condition does not apply to GSD staff members who hold dependent lecturer appointments.

#### *Likelihood of Appointment to a Tenured Position*

At the time of an initial appointment or promotion to associate professor, the candidate shall be advised by the chairman or the dean of the likelihood of a tenured position becoming available in the candidate's specialty for which the candidate may compete during the term of the appointment. The person should also be advised that there is no routine review to consider promotion to a tenured position during an appointment as associate professor and that, at such times when an appropriate tenured position becomes available, the individual may be a candidate for the position as part of the normal search and review process, but there is no assurance that he/she will be the successful candidate.

#### *Appointments of Former GSD Faculty*

Individuals who have held the position of assistant or associate professor in the Faculty of Design may not be reappointed to the same position again unless the earlier appointment was not completed because of health reasons or other serious personal necessities. In such circumstances, a single reappointment for the balance of the incomplete term may be made without the normal notice and search process. An individual who completed a term as assistant professor but was not promoted to associate professor may be considered as a candidate for associate professor in a normal notice and search process, but only after a two-year break in service. The sum of prior experience shall be considered in determining the maximum number of years that should be permitted in non-tenured positions. An individual who has completed an appointment as an assistant or associate professor may be considered for a lecturer or design critic position, but only after a two-year break in service. A junior faculty member who wishes to switch to a part-time appointment may, upon recommendation by the chair and approval by the dean, resign from the associate or assistant professor position and accept an appointment as a design critic or lecturer. The maximum FTE will generally be .50 per year and the number of years of the lecturer or design critic appointment cannot exceed the number of years remaining in the junior faculty appointment

as of the effective date of resignation. A reappointment can be made only after a two-year break in service. An appointment in the junior faculty ranks in no way prevents an individual from applying for any senior faculty positions as they become available.

#### *One-Year Notice*

Written notice concerning the school's intention to allow an appointment to conclude at the end of the current term shall be given either at the time an appointment or reappointment is offered or not later than one full year before the end of the term of the current appointment.

#### *Requirements for Notice, Search, Review, and Approval*

Initial appointment to associate professor requires notice, search, peer letters, departmental review, recommendation by the department chair, review by the Senior Faculty Council, recommendation by the dean, and approval by the Provost. Reappointment as associate professor requires departmental review, recommendation by department chair, recommendation by the dean, and approval by the Provost.

Promotion to associate professor from an assistant professor position within the faculty does not require notice and search, provided the initial appointment resulted from a full notice and search process. Review, peer letter evaluation, departmental review, recommendation by the department chair, review by the Senior Faculty Council, recommendation by the dean, and approval by the provost are required. (See descriptions in "Procedures Involved in Appointment Process.")

### **Associate Professor in Practice**

The position of associate professor in practice is intended for individuals pursuing careers in professional practice or research who are effective teachers and whose creative work in scholarship, design, or professional practice, or a combination thereof, indicates they are making excellent progress in their academic careers and that they will likely be viable candidates for tenured positions in major U.S. colleges or universities, and who will commit themselves to continuing participation in the instructional activities of the School. Appointments are made for fixed terms at less than full-time and normally are half-time or less. Appointees must maintain active professional roles with the balance of their time. The general conditions for appointments to the faculty and the additional criteria for teaching described in "Appointments to the Faculty of Design" apply to this position.

Individuals holding the position of associate professor in practice are officers of the University and may not concurrently hold positions at other academic institutions. Residency in the Boston area is normally required. The teaching responsibilities may be concentrated in one period or allocated over one module, one term, or the full academic year, subject to agreement on a satisfactory schedule with the chair of the academic department and the dean. The agreement may include administrative and committee work. Persons holding this position are expected to participate in the life of the school, such as attend faculty meetings, serve on admissions committees and occasionally serve on other committees.

#### Terms and Conditions

#### *Initial Appointment as Associate Professor in Practice and Review for Reappointment*

An initial appointment as associate professor in practice may be made for a term of up to five years, and if less than five years, can be extended with the concurrence of the chair and dean to the full five year limit without a formal review. Unless the appointee is advised in writing at the time of the initial appointment that there will not be a review to consider reappointment, the department shall advise the candidate and conduct a review at any time before, but not later than, the penultimate year of the appointment. As a result of the review, the department may, at its option, recommend a reappointment of up to five years or may elect to allow the appointment to conclude at the end of the initial term. In no case shall the total cumulative term as associate professor in practice exceed ten years. Each year served by an individual as a full-time associate professor in the Faculty of Design prior to an appointment as associate professor in practice shall count as two years toward the ten year maximum term as associate professor in practice. A part-time appointment of any duration in any one year counts as one year of service.



#### *Unpaid Leave, Extensions, and Maximum Term*

Junior faculty are eligible to receive an extension of appointment up to a total of one-year for unpaid academic leave, regardless of the number of leaves taken. An additional one-year extension may be granted for parental leave. In such instances, the time of leave will not be counted toward the maximum time of active service or the maximum number of years permitted in this rank, and normally the end date of the term of the appointment will be extended by the amount of the leave. For information about additional types of leave and their conditions, see the section "Leaves of Absence" in the GSD Faculty Handbook.

The combined total terms as assistant professor plus assistant professor in practice plus associate professor plus associate professor in practice in any combination cannot exceed ten years, including the maximum of two years extension due to an approved unpaid leave or a primary-care parental leave as defined in the GSD Faculty Handbook.

#### *Total Length of Service Allowed in all Non-tenured Faculty Ranks Combined*

The total combined terms of consecutive or non-consecutive service for any non-tenured, term-limited faculty cannot exceed **15** years. The maximum terms of, and total limits on combined service establish standards for personnel decisions. In extremely rare instances, these standards may be adjusted upon recommendation of the Senior Faculty Council and approval by the dean. This condition does not apply to GSD staff members who hold dependent lecturer appointments.

#### *Likelihood of Appointment to a Tenured Position*

At the time of an initial appointment as associate professor in practice, the candidate shall be advised-usually as part of an appointment memorandum or in an accompanying letter-of the likelihood of a tenured position becoming available in the candidate's specialty for which the candidate may compete during the term of the appointment. The person should also be advised that there is no routine review to consider promotion to a tenured position during an appointment as associate professor in practice and that, at such times when an appropriate tenured position becomes available, the individual may be a candidate for the position as part of the normal search and review process, but there is no assurance that he/she will be the successful candidate.

#### *Appointments of Former GSD Faculty*

Individuals who have held or are currently holding the position of assistant or associate professor in the Faculty of Design may be candidates in a search to fill a position as associate professor in practice. Individuals who have previously held the position of associate professor in practice for the maximum term of ten years may not be candidates in a subsequent search to fill a position as associate professor in practice. An individual who has completed an appointment as associate professor in practice may be considered for a term or annual position as design critic or lecturer, but only after a two-year break in service. An appointment in the junior faculty ranks in no way prevents an individual from applying for any senior faculty positions as they become available.

#### *One-Year Notice*

Written notice concerning the School's intention to allow an appointment to conclude at the end of the current term shall be given either at the time an appointment or reappointment is offered or not later than one full year before the end of the term of the current appointment.

#### *Requirements for Notice, Search, Review, and Approval*

Initial appointment to associate professor in practice requires notice, search, peer letters, departmental review, recommendation by the department chair, review by the Senior Faculty Council, recommendation by the dean, and approval by the provost. Reappointment as associate professor in practice may be made for a term up to five years, and if less than five years, can be extended with the concurrence of the chair and dean to the full five year limit without a formal review. Then a review would be required in year four to reappoint at the same rank for any amount of time beyond the original five years, and shall require peer letters (at the discretion of the chair of the department and approval of the dean), departmental review, recommendation by department chair, review by the Senior Faculty Council, recommendation by the dean, and approval by the provost.

## **Assistant Professor**

The position of assistant professor is intended for individuals pursuing academic careers, who will employ their time teaching, conducting creative work in design or scholarship, fulfilling their responsibilities for academic service, and who have completed the formal educational requirements in their fields. For design professionals this normally shall be a professional master's degree plus professional internship; for scholars this normally shall be a doctoral degree. Candidates should have some teaching experience and their creative work in scholarship, design, or professional practice, or a combination thereof, should indicate strong promise of future creative achievement in the field. Appointments are made for fixed terms on a full-time basis. The general conditions for development of the faculty and the additional criteria for junior positions in "Appointments to the Faculty of Design" shall apply to this position.

An individual holding the position of assistant professor is an officer of the university and may not concurrently hold a position at another academic institution. Residency in the Boston area is normally required. These positions are intended for individuals pursuing academic careers who will employ their time teaching, conducting creative work in design or scholarship, and fulfilling their responsibilities for academic service. For additional information see the section "Policies on Residency, Workload and Leaves" in the GSD Faculty Handbook.

### Terms and Conditions

#### *Initial Appointment and Review for Reappointment or Promotion*

An initial appointment may be made for a three- to five-year term. The appointment letter of an assistant professor will specify if and when a review for appointment extension or for promotion to associate professor will take place. As the time for a review approaches, the assistant professor should discuss with the department chair which option to pursue. The department shall advise the candidate and conduct a review at any time before, but not later than, the penultimate year of the appointment. As a result of the review, the department may allow the appointment to conclude at the end of the current term, recommend a single reappointment to extend the total time in this rank up to five years, or recommend promotion to associate professor.

#### *Combined Teaching and Research Appointments*

An appointment to an assistant or associate professor position may include a provision in which the faculty member dedicates a certain percentage of time to conducting research, normally under the auspices of one of the school's research centers. Annually, the percentage of time spent on teaching and on research activities will be clearly delineated. A memorandum of understanding will either be included in the initial appointment letter or added as an addendum any time after the appointment begins.

#### *Likelihood of Appointment to a Tenured Position*

In the event that an assistant professor is promoted to associate professor, there is no guarantee that, at some future date, the individual will be considered for promotion to a tenured position.

#### *Unpaid Leave, Extensions, and Maximum Term*

The maximum time of continuous or discontinuous active service in the junior faculty ranks combined is eight years. Each year served as an Associate Professor in Practice counts as one-half year toward the maximum number of years allowed in the junior faculty ranks. A one-year extension may be granted for an unpaid professional leave (or leaves) of absence. An additional year may also be granted for maternity leave or primary child-care responsibilities. In such instances, the end date of the term of appointment will normally be extended by the amount of the leave. For more information, see "Leaves of Absence" in the GSD Faculty Handbook.

The combined total terms as assistant professor plus assistant professor in practice plus associate professor plus associate professor in practice in any combination cannot exceed ten years, including the maximum of two years extension due to an approved unpaid leave or a primary-care parental leave as defined in the GSD Faculty Handbook.

#### *Total Length of Service Allowed in all Non-tenured Faculty Ranks Combined*

The total combined terms of consecutive or non-consecutive service for any non-tenured, term-limited faculty cannot exceed **15** years. The maximum terms of, and total limits on combined

service establish standards for personnel decisions. In extremely rare instances, these standards may be adjusted upon recommendation of the Senior Faculty Council and approval by the dean. This condition does not apply to GSD staff members who hold dependent lecturer appointments.

#### *Appointments of Former GSD Faculty*

Individuals who have held the position of assistant or associate professor in the Faculty of Design may not be reappointed to the same position again unless the earlier appointment was not completed because of health reasons or other serious personal necessities. In such circumstances, a single reappointment for the balance of the incomplete term may be made without the normal notice and search process. An individual who completed a term as assistant professor but was not promoted to associate professor may be considered as a candidate for associate professor in a normal notice and search process, but only after a two-year break in service. The sum of prior experience shall be considered in determining the maximum number of years that should be permitted in non-tenured positions. An individual who has completed an appointment as an assistant or associate professor may be considered for a design critic or lecturer position, but only after a two-year break in service. A junior faculty member who wishes to switch to a part-time appointment may, upon recommendation by the chair and approval by the dean, resign from the associate or assistant professor position and accept an appointment as a design critic or lecturer. The maximum FTE will generally be .50 per year and the number of years of the lecturer or design critic appointment cannot exceed the number of years remaining in the junior faculty appointment as of the effective date of resignation. A reappointment can be made only after a two-year break in service. An appointment in the junior faculty ranks in no way prevents an individual from applying for any senior faculty positions as they become available.

#### *One-Year Notice*

Written notice concerning the school's intention to allow an appointment to conclude at the end of the current term shall be given either at the time an appointment or reappointment is offered or not later than one year before the end of the term of the current appointment.

#### *Requirements for Notice, Search, Review, and Approval*

Initial appointment as assistant professor requires notice, search, peer letters, departmental review, recommendation by the department chair, notification of the Senior Faculty Council, recommendation by the dean, and approval by the provost. For reappointment as assistant professor, peer letters, departmental review, recommendation by the department chair, recommendation by the dean, and approval by the provost are required. The departmental review committee may seek the advice of the Senior Faculty Council whenever there is doubt about the renewal of an appointment or promotion of an assistant professor. If a review to consider reappointment or promotion results in the conclusion to allow the appointment to end with the current term, departmental review, recommendation by the department chair, and approval by the dean are required. (See descriptions in "Procedures Involved in Appointment Process.")

### **Instructor/Assistant Professor**

The position of instructor/assistant professor is intended for individuals entering academic careers that are enrolled in doctoral programs and are within one year of completing all requirements for the degree. A change in status to assistant professor will be automatic when the degree is completed. The criteria for appointment are the same as for assistant professor. An individual holding the position is an officer of the university, and the conditions for holding the position are the same as for an assistant professor.

#### Terms and Conditions

Appointments may be made for three- to five-year terms and may be full-time or part-time during the first year while the dissertation is being completed and must be full-time thereafter. Normally, beginning July 1, the appointment will be converted under the following schedule:

If the full requirements for the degree are completed before October 15 of the first year of appointment, then the appointment as assistant professor shall be made retroactive to July 1.

If the full requirements for the degree are completed before February 1 of the first year, then appointment as assistant professor will be effective January 1.

If the full requirements for the degree are completed after February 1 but before June 30, then appointment as assistant professor will be effective the following July 1.

If the degree is completed within the time frames outlined above, then the time spent as instructor shall be counted as part of the term as assistant professor for purposes of reappointment, promotion, and the total number of years that may be served in term appointments. If the degree requirements are not met within the first year of the academic appointment, then the original appointment will be void and the appointment will conclude at the end of the first year. Unless there were extenuating circumstances preventing completion of the degree during the first year, no reappointment may be made.

#### *Requirements for Notice, Search, Review, and Approval*

Initial appointment as instructor/assistant professor may be made only as the result of a search to fill an assistant professor position, and the notice, search, peer letters, review, and approval steps required for that position apply.

#### *Total Length of Service Allowed in all Non-tenured Faculty Ranks Combined*

The total combined terms of consecutive or non-consecutive service for any non-tenured, term-limited faculty cannot exceed **15** years. The maximum terms of, and total limits on combined service establish standards for personnel decisions. In extremely rare instances, these standards may be adjusted upon recommendation of the Senior Faculty Council and approval by the dean. This condition does not apply to GSD staff members who hold dependent lecturer appointments.

### **Assistant Professor in Practice**

The position of assistant professor in practice is intended for individuals pursuing careers in professional practice or research who commit themselves to continuing participation in the instructional activities of the School and who have completed the formal educational requirements in their fields. For design professionals this normally shall be a professional master's degree plus professional internship; for scholars this normally shall be a doctoral degree. Candidates should have some teaching experience and their creative work in scholarship, design, or professional practice, or a combination thereof, should indicate strong promise of future creative achievement in the field. Appointments are made for fixed terms at less than full-time and normally are half-time or less. Appointees must maintain active professional roles with the balance of their time. The general conditions for appointments to the faculty and the additional criteria for teaching described in "Appointments to the Faculty of Design" apply to this position.

Individuals holding the position of assistant professor in practice are officers of the University and may not concurrently hold positions or teach at other academic institutions. Residency in the Boston area is normally required. The teaching responsibilities may be concentrated in one period or allocated over one module, one term, or the full academic year, subject to agreement on a satisfactory schedule with the chair of the academic department and the dean. The agreement may include administrative and committee work. Persons holding this position are expected to participate in the life of the school, such as attend faculty meetings, serve on admissions committees and occasionally serve on other committees.

#### Terms and Conditions

##### *Initial Appointment as Assistant Professor in Practice and Review for Reappointment*

An initial appointment as assistant professor in practice may be made for a term of up to five years, and if less than five years, can be extended with the concurrence of the chair and dean to the full five year limit without a formal review. Unless the appointee is advised in writing at the time of the initial appointment that there will not be a review to consider reappointment or promotion to associate professor in practice, the department shall advise the candidate and conduct a review at any time before, but not later than, the penultimate year of the appointment. As a result of the review, the department may, at its option, recommend a reappointment of up to five years or a

promotion to associate professor in practice or may elect to allow the appointment to conclude at the end of the initial term.

In no case shall the total combined terms as assistant professor in practice plus associate professor in practice exceed ten years. Each year served by an individual as a full-time assistant professor in the Faculty of Design prior to an appointment as assistant professor in practice shall count as two years toward the ten year maximum combined terms as assistant professor in practice plus associate professor in practice. A part-time appointment of any duration in any one year counts as one year of service.

#### *Likelihood of Appointment to a Tenured Position*

In the event that an assistant professor in practice is appointed as associate professor in practice or associate professor, there is no guarantee that, at some future date, the individual will be considered for promotion to a tenured position.

#### *Unpaid Leave, Extensions, and Maximum Term*

Junior faculty are eligible to receive an extension of appointment up to a total of one-year for unpaid academic leave, regardless of the number of leaves taken. An additional one-year extension may be granted for parental leave. In such instances, the time of leave will not be counted toward the maximum time of active service or the maximum number of years permitted in this rank, and normally the end date of the term of the appointment will be extended by the amount of the leave. For information about additional types of leave and their conditions, see the section "Leaves of Absence" in the GSD Faculty Handbook.

The combined total terms as assistant professor plus assistant professor in practice plus associate professor plus associate professor in practice in any combination cannot exceed ten years, including the maximum of two years extension due to an approved unpaid leave or a primary-care parental leave as defined in the GSD Faculty Handbook.

#### *Total Length of Service Allowed in all Non-tenured Faculty Ranks Combined*

The total combined terms of consecutive or non-consecutive service for any non-tenured, term-limited faculty cannot exceed **15** years. The maximum terms of, and total limits on combined service establish standards for personnel decisions. In extremely rare instances, these standards may be adjusted upon recommendation of the Senior Faculty Council and approval by the dean. This condition does not apply to GSD staff members who hold dependent lecturer appointments.

#### *Appointments of Former GSD Faculty*

Individuals who have held or are currently holding the position of assistant professor in the Faculty of Design may be candidates in a search to fill a position as assistant professor in practice. Individuals who have previously held the position of assistant professor for the maximum term of five years may not be candidates in a subsequent search to fill a position as assistant professor in practice. An individual who completed a term as assistant professor in practice but was not promoted to associate professor in practice or associate professor may be considered as a candidate for associate professor in practice or associate professor in a normal notice and search process, but only after a two-year break in service. An individual who has completed an appointment as assistant professor in practice may be considered for a term or annual position as design critic or lecturer, but only after a two-year break in service. An appointment in the junior faculty ranks in no way prevents an individual from applying for any senior faculty positions as they become available.

#### *One-Year Notice*

Written notice concerning the School's intention to allow an appointment to conclude at the end of the current term shall be given either at the time an appointment or reappointment is offered or not later than one full year before the end of the term of the current appointment.

#### *Requirements for Notice, Search, Review, and Approval*

Initial appointment as assistant professor in practice requires notice, search, peer letters, departmental review, recommendation by the department chair, notification of the Senior Faculty Council, recommendation by the dean, and approval by the university provost. Reappointment as assistant professor in practice may be made for a term up to five years, and if less than five years, can be extended with the concurrence of the chair and dean to the full five year limit without a formal review. Then a review would be required in year four to reappoint for any amount of time beyond the original five years, and shall require peer letters, departmental review, recommendation

by the department chair, recommendation by the dean, and approval by the university provost are required. The departmental review committee may seek the advice of the Senior Faculty Council whenever there is doubt about the renewal of an appointment or promotion of an assistant professor in practice. If a review to consider reappointment or promotion results in the conclusion to allow the appointment to end with the current term, departmental review, recommendation by the department chair, and approval by the dean are required. (See descriptions in "Procedures Involved in Appointment Process.")

### **Faculty Affiliate Appointments: Non-Tenured**

Affiliated appointments are made by the Graduate School of Design to Faculty from other Harvard units.

#### *Description*

An affiliate appointment is made to acknowledge a tenured faculty member from another Harvard Faculty who wishes to be affiliated with the GSD. This association may include teaching, student supervision, and research collaborations that are substantial but do not warrant a permanent joint appointment. Before offering affiliate status to a tenured professor from another Harvard Faculty, the deans of the two Faculties must agree to the proposal. The terms of the affiliate status are determined by the policies of the school offering the affiliation.

#### *Process*

Affiliations to the GSD are made for a circumscribed term, usually three years. An affiliate appointment for a tenured professor does not include a titled appointment as professor in the school offering affiliate status. Nonetheless, Faculty Affiliates to the GSD will be listed in the affiliate section of the department's list of faculty for the duration of their appointment. Affiliate status does not confer voting rights. Faculty Affiliates may attend department meetings if they teach a course for that particular department. All Faculty Affiliates may attend full faculty meetings.

Prior to offering an affiliate appointment to a faculty member from another Harvard Faculty, it is expected that the rationale for the invitation will be carefully considered. There needs to be a clear understanding concerning the individual's involvement in the school or department, such as whether he or she will offer courses, advise students, participate in a research projects, or serve on committees. The GSD faculty member proposing the affiliation will make a recommendation for an appointment as Faculty Affiliate to the chair of the department. The Chair, who may consult with department faculty, makes a recommendation to the Dean. The dean must then approve the appointment, and no affiliations will be made without written approval from the deans of both schools.

In the penultimate year of the term of affiliation, the intellectual rationale for the appointment and the level of the Faculty Affiliate's involvement are reviewed. The affiliation can either be extended with the approval of the Deans of both faculties, or allowed to expire.

Affiliate Status of GSD Faculty to Other Harvard units:

#### *Tenured GSD Faculty*

Affiliate status of tenured GSD faculty with other Harvard units must be approved in writing by the GSD Dean. A proposal stating the nature of the affiliation and compliance with the approval process of the host school should be submitted to the Dean for approval.

#### *Assistant and Associate Professors*

Affiliate appointments for GSD assistant and associate professors are seldom made, due to the additional burdens they may impose. A department chair considering an affiliate appointment for an assistant or associate professor, or for a lecturer or design critic, will first consult with the Associate Dean for Academic Affairs. The chair may then propose to the Dean that an exception be made.

## **MULTI-YEAR AND ANNUAL APPOINTMENTS: Non-Tenured**

### **Design Critic**

The position of design critic is intended for individuals pursuing careers in professional practice or art who are appointed to provide studio instruction. The position is reserved for individuals who have proven their competence in their areas of specialty. An individual holding this position is an officer of the university and a non-voting member of the faculty. A design critic may hold another prior academic appointment, providing the sum of all appointments does not exceed one full-time position. Once appointed, accepting an academic appointment at another institution requires the approval of the dean. The general conditions for appointment to the faculty, described in "Appointments to the Faculty of Design" apply to this position.

#### Terms and Conditions

##### *Multi-Year Appointment*

Individuals may be appointed to the position of multi-year design critic on a part-time or full-time basis for three to five years. A full-time multi-year appointment may be made to the position of design critic for three to five years, provided the candidate was selected out of a search.

An initial appointment as design critic may be made for a term of up to five years, and if less than five years, can be extended with the concurrence of the chair and dean to the full five year limit without a formal review. The current appointment will end on the date specified in the appointment letter, unless the department chair, with the prior approval of the dean, initiates a reappointment process, subject to the reviews described below. A part-time appointment of any duration in any one year counts as a full year of service for purposes of reappointments.

##### *Annual Appointment*

Individuals may be appointed to the position of design critic on a part-time basis or full-time basis for one academic year. Full-time appointments may be made to the position of design critic for one academic year, with a possibility of a maximum of 2 one-year extensions. Reappointments are permitted for part-time and full-time appointments, subject to the reviews described below.

##### *Requirements for Notice, Search, Review, and Approval*

A notice and search process is not required to fill annual design critic positions, but a reasonable effort must be made to meet the affirmative action policy. A notice and search process is required to fill full-time multi-year design critic positions of three to five years. An individual who has completed an appointment as an associate or assistant professor in the GSD may be hired as a design critic, but only after a two-year break in service. A junior faculty member who wishes to switch to a part-time appointment may, upon recommendation by the chair and approval by the dean, resign from the associate or assistant professor position and accept an appointment as a design critic or lecturer. The maximum FTE will generally be .50 per year and the number of years of the lecturer or design critic appointment cannot exceed the number of years remaining in the junior faculty appointment as of the effective date of resignation. A reappointment can be made only after a two-year break in service.

Annual appointments require recommendation by the department chair, review by the departmental senior faculty if requested by any of its members, and approval by the dean. Notice to members of the departmental senior faculty may be accomplished by phone, email, or regular mail, as long as it allows sufficient time for review by the departmental senior faculty convened in a meeting if requested.

Part-time multi-year appointments and reappointments as design critic require recommendation by the department chair, review by the departmental senior faculty if requested by any of its members, and approval by the dean. Full-time multi-year appointments and reappointments as design critic require a search, recommendation by the department chair, review by the departmental senior

faculty if requested by any of its members, and approval by the dean. Notice to members of the departmental senior faculty may be accomplished by phone, email, or regular mail, as long as it allows sufficient time for review by the departmental senior faculty convened in a meeting if requested. Reappointment as design critic for both part-time and full-time appointments may be made for a term up to five years, and if less than five years, can be extended with the concurrence of the chair and dean to the full five year limit without a formal review. Any reappointments that would extend the period of continuous or cumulative service beyond five years require Senior Faculty Council review.

Annual and multi-year appointments shall not exceed, except in rare instances, a cumulative time period of 10 years, whether consecutive or non-consecutive.

Extensions beyond this limit, for terms not to exceed three years, shall require a Senior Faculty Council finding of "exceptional School need." The bases for such a finding are (a) that the appointee in question is virtually irreplaceable as an instructor in an area essential to the School's curriculum, or (b) that the appointee in question is such a superb instructor, ranking among the very best in the School, that the School's ability to recruit a comparable replacement is highly doubtful. A Senior Faculty Council finding of "exceptional School need" requires approval by at least fifty percent of the entire senior faculty in residence during the semester in question.

#### *Total Length of Service Allowed in all Non-tenured Faculty Ranks Combined*

The total combined terms of consecutive or non-consecutive service for any non-tenured, term-limited faculty cannot exceed **15** years. The maximum terms of, and total limits on combined service establish standards for personnel decisions. In extremely rare instances, these standards may be adjusted upon recommendation of the Senior Faculty Council and approval by the dean. This condition does not apply to GSD staff members who hold dependent lecturer appointments.

### **Lecturer**

The position of lecturer is intended for individuals pursuing careers in professional practice or research or in such fields as art, public administration, or public service who are appointed to provide non-studio instruction in the areas of their special capabilities. The position is reserved for individuals who have proven their competence in their areas of specialty. An individual holding this position is an officer of the university and a non-voting member of the faculty. A lecturer may hold another prior academic position, providing the sum of all appointments does not exceed one full-time position. Once appointed, accepting an academic appointment at another institution requires the approval of the dean. The general conditions for appointments to the faculty described in "Appointments to the Faculty of Design" apply to this position. Lecturers are appointed to instruct, and shall hold this title only during semesters in which they do so. Individuals who hold administrative appointments or non-faculty research positions within the School and have, as of November 1, 2004, a dependent appointment as lecturer may, however, continue to be reappointed on a year-to-year basis if the dean, with the advice of Senior Faculty Council, determines such reappointments to be in the School's best interest.

#### Terms and Conditions

##### *Multi-Year Appointment*

Individuals may be appointed to the position of multi-year lecturer on a part-time or full-time basis for three to five years. A full-time multi-year appointment may be made to the position of lecturer for three to five years, provided the candidate was selected out of a search.

An initial appointment as lecturer may be made for a term of up to five years, and if less than five years, can be extended with the concurrence of the chair and dean to the full five year limit without a formal review. The current appointment will end on the date specified in the appointment letter, unless the department chair, with the prior approval of the dean, initiates a reappointment process, subject to the reviews described below. A part-time appointment of any duration in any one year counts as a full year of service for purposes of reappointments.



### *Annual Appointment*

Individuals may be appointed to the position of lecturer on a part-time or full-time basis for one academic year. Full-time appointments may be made to the position of lecturer for one academic year, with a possibility of a maximum of 2 one-year extensions. Reappointments are permitted for part-time and full-time appointments, subject to the reviews described below.

### *Requirements for Notice, Search, Review, and Approval*

A notice and search process is not required to fill annual lecturer positions, but a reasonable effort must be made to meet the affirmative action policy. A notice and search process is required to fill full-time multi-year lecturer positions of three to five years.

For individuals holding a lecturer (dependent) position, a notice and search process is not required, provided that the search to fill the primary position conformed to the affirmative action policy. An individual who has completed an appointment as an associate or assistant professor in the GSD may be hired as a lecturer, but only after a two-year break in service. A junior faculty member who wishes to switch to a part-time appointment may, upon recommendation by the chair and approval by the dean, resign from the associate or assistant professor position and accept an appointment as a design critic or lecturer. The maximum FTE will generally be .50 per year and the number of years of the lecturer or design critic appointment cannot exceed the number of years remaining in the junior faculty appointment as of the effective date of resignation. A reappointment can be made only after a two-year break in service.

Annual appointments as lecturer require recommendation by the department chair, review by the departmental senior faculty if requested by any of its members, and approval by the dean. Notice to members of the departmental senior faculty may be accomplished by phone, email, or regular mail, as long as it allows sufficient time for review by the departmental senior faculty convened in a meeting if requested.

Part-time multi-year appointments and reappointments as lecturer require recommendation by the department chair, review by the departmental senior faculty if requested by any of its members, and approval by the dean. Full-time multi-year appointments and reappointments as lecturer require a search, recommendation by the department chair, review by the departmental senior faculty if requested by any of its members, and approval by the dean. Notice to members of the departmental senior faculty may be accomplished by phone, email, or regular mail, as long as it allows sufficient time for review by the departmental senior faculty convened in a meeting if requested. Reappointment as lecturer may be made for a term up to five years, and if less than five years, can be extended with the concurrence of the chair and dean to the full five year limit without a formal review. Any reappointments that would extend the period of continuous or cumulative service beyond five years require Senior Faculty Council review.

Annual and multi-year appointments shall not exceed, except in rare instances, a cumulative time period of 10 years, whether consecutive or non-consecutive.

Extensions beyond this limit, for terms not to exceed three years, shall require a Senior Faculty Council finding of "exceptional School need." The bases for such a finding may be (a) that the appointee in question is virtually irreplaceable as an instructor in an area essential to the School's curriculum, or (b) that the appointee in question is such a superb instructor, ranking among the very best in the School, that the School's ability to recruit a comparable replacement is highly doubtful. A Senior Faculty Council finding of "exceptional School need" requires approval by at least fifty percent of the entire senior faculty in residence during the semester in question.

### *Total Length of Service Allowed in all Non-tenured Faculty Ranks Combined*

The total combined terms of consecutive or non-consecutive service for any non-tenured, term-limited faculty cannot exceed **15** years. The maximum terms of, and total limits on combined service establish standards for personnel decisions. In extremely rare instances, these standards may be adjusted upon recommendation of the Senior Faculty Council and approval by the dean. This condition does not apply to GSD staff members who hold dependent lecturer appointments.

## **Instructor**

The position of instructor is intended for individuals pursuing academic careers who are qualified to offer instruction but not qualified for appointments as assistant professor, design critic, or lecturer. These individuals may have passed to candidacy in doctoral programs but not have completed their degrees, or they may have completed professional degrees but not their professional internships, or they may have completed their academic and/or professional experience but not have sufficient teaching experience to qualify for appointments as assistant professor. An individual holding this position is an officer of the university and a non-voting member of the faculty. Doctoral students who are teaching should not attend Department Meetings due to their status as students and the conflicts that presents.

### Terms and Conditions

Appointments may be made under either of the following two conditions:

#### *Non-Student Appointment*

A person who is not a student in any degree program at Harvard may be appointed as an instructor on a full- or part-time appointment for a period not less than one module and not greater than one academic year. Only one reappointment may be made for a maximum total of two years. A part-time appointment of any duration in any one year is counted as one year for purposes of reappointments.

#### *Current Harvard Doctoral Student*

A student in good standing in a doctoral program who has satisfactorily "passed to candidacy" may be appointed as an instructor at half-time or less while he or she is completing the dissertation, for a period not less than one module and not greater than one academic year. Only one reappointment may be made, for a maximum total of two years. A part-time appointment of any duration in any one year is counted as one year for purposes of reappointments.

#### *Likelihood of Appointment as Assistant Professor*

Appointments to the position of instructor are made for fixed terms with no assurance of reappointment in this rank or ultimate appointment as assistant professor. This position may not be converted to assistant professor because that position requires a full notice and search process.

#### *Requirements for Notice, Search, Review, and Approval*

A notice and search process is not required to fill instructor positions, but reasonable effort should be made to meet the affirmative action policy. This position is appointed by the department chair.

## **Visiting Professor / Visiting Associate Professor / Visiting Assistant Professor**

The position of visiting professor, visiting associate professor, or visiting assistant professor is intended for individuals who hold continuing academic ladder appointments at other institutions. These individuals should be on full or partial leaves from their home institutions to teach at the GSD. A full- or part-time appointment may be made for a period not greater than two continuous academic years with the titles of visiting professor, visiting associate professor, or visiting assistant professor—corresponding to the same titles at their home institutions. Persons holding other titles at their home institutions shall be appointed to the GSD positions of lecturer or design critic.

#### *Requirements for Notice, Search, Review, and Approval*

A notice and search process is not required to fill visiting professor, visiting associate professor, or visiting assistant professor positions, but reasonable effort should be made to meet the affirmative action policy. These positions require the recommendation of the department chair and of the dean, and approval by the provost. A part-time appointment of any duration in any one year is equivalent to one year of service.

## **Procedures Involved in the Appointment Process**

### **Maintenance and Creation of Positions**

School-wide priorities for development of the faculty are discussed periodically by the Dean and the Senior Faculty Council, and positions in the respective fields are discussed by the Chair and Senior Faculty of each department. Decisions about the size and balance of the faculty, including the availability of tenured positions, are confirmed by the Dean and the President or the President's designee. When positions are available, the text for position descriptions and advertisements or announcements is written by the Director of Faculty Planning in consultation with the Dean, Department Chair, and other faculty as appropriate, before the positions are announced. As part of this process, the Dean and Department Chair confirm the reviews that should be conducted for individuals holding term appointments and whether the positions they hold will be maintained and available for reappointment or promotion.

Guidelines for the procedural steps required for filling individual faculty positions are described below. Depending upon the nature of the appointment, the process normally will include several of the following steps:

#### *Notice of Available Position*

The position shall be advertised in national and international media (journals, websites, etc.) and a special effort shall be made to bring the position to the attention of underrepresented classes of applicants. For tenured positions, letters and calls to other schools describing the position and inviting nominations, particularly of women and minorities, will be part of the process. The position shall be posted on the GSD website as well. The overall approach for advertising the position and securing potential names shall be developed by the Director of Faculty Planning in consultation with the committee chair. All positions must be posted in a print publication for international hires for visa purposes. (This requirement is forecast to change in 2013 or earlier, when documentation of web-only advertisements will be accepted.) All position announcements published and on the web, shall include under qualifications: "A master's degree or equivalent in XXX or a related field is required." Where appropriate a doctorate will be required. Regardless of the successful candidate's credentials, if such a requirement is not stated, then the qualification is assumed to be low, which puts any green card application by the successful candidate at the lowest priority.

#### *Search*

When a search is required for a junior or senior position, the Dean, in consultation with the Department Chair, shall name a faculty search committee to conduct the search and shall appoint a chair of the committee. Any faculty member, including Department Chairs and the Dean, may serve as chair of the search committee. The search committee is determined as advisory to the Dean. When a Department Chair becomes vacant, the Dean will decide whether to conduct a search or to appoint an internal candidate. For tenured positions, the search committee normally shall include one or more Harvard faculty members from outside the department conducting the search. Committee members may be from outside the GSD and the University. The committee should consult with Harvard faculty in relevant fields for opinions and evaluations of potential candidates.

The search committee shall at its first meeting appoint a member to monitor the procedures to ensure University requirements for diversity are met throughout the search process. The search committee generates a list of candidates of general interest and discusses potential persons to contact by letter or phone for recommendations of the best possible candidates, irrespective of perceived availability. The search committee shall actively solicit applications, send letters, and/or make phone calls to peers in the field and department chairs for recommendations and evaluations of potential candidates. The search committee shall consult with Harvard faculty in relevant fields as well for opinions and evaluations of potential candidates. Except in the case of a targeted search, the search committee shall consider applicants and nominees generated from all sources, and curricula vitae or applications shall be reviewed for all individuals being given further consideration. The chair of the committee leads and monitors this overall effort.

The Director of Faculty Planning shall ensure that all applications received are processed appropriately and assist the committee in assembling exhibits of teaching and creative work in design and/or scholarship for the most qualified candidates. The Director of Faculty Planning shall

distribute to members of the search committee links to web sites (faculty and/or professional) or other sources of information about candidates of particular interest.

The search committee shall begin the review of candidates from applications received and resulting from its outreach. If needed, the chair of the search committee assisted by the Director of Faculty Planning shall request additional supporting materials from applicants. The search committee shall carefully and systematically review and evaluate the creative, scholarly, and/or professional production of the candidates, forming sub-groups for reading material and for specialized evaluation and report when necessary. In two or three meetings the committee should arrive at a short list of three to six candidates to be invited to the School to give presentations. The search committee shall seek the approval of the Dean and consult with the Associate Dean of Academic Affairs regarding specific candidates to be invited, paying particular attention to matters of affirmative action.

Candidates are normally expected to give a presentation at the school. It shall be communicated carefully that the presentations are part of a search, unless the candidate prefers that information to remain confidential. The search committee shall discuss ways to publicize the presentations. The chair of the search committee shall actively recruit faculty and students to attend presentations and shall lead an effort to solicit faculty and student views of candidates. Senior faculty should be given the opportunity to meet individually during visits with candidates for positions which the senior faculty council reviews. The Director of Faculty Planning shall record and coordinate responses from faculty and students and report the results to the search committee.

In its final meeting, the search committee shall normally determine three final candidates and rank them (in tenured cases, it may not always be possible to advance three people to candidacy). The Director of Faculty Planning shall solicit letters of appraisal for candidates it is seriously considering. As part of the search or review, the committee may seek peer letters of appraisal. In such cases, the committee shall ask the candidate(s) to submit the names of references and shall request letters from some or all of the individuals on the list. The committee may also seek additional letters from individuals it selects (see additional comments on letters for tenured search below). The chair of the search committee, in consultation with the Associate Dean of Academic Affairs and assisted by the Director of Faculty Planning, shall prepare the committee's report and conclusions, as described in "Documentation" below. Three candidates in ranked order shall be presented to the Dean for approval.

#### *Appointment to a Tenured Position (Supplement to Search)*

Generally very few viable candidates for a tenured position come from direct applications to the position. Substantial outreach is needed to identify desirable candidates. Chairs of departments in other schools and senior faculty in related fields should be consulted for recommendations. Special rigor shall be applied to the review and evaluation of the scholarly and professional work of candidates considered for tenure.

After the short-listed candidates visit, the search committee shall select one to three candidates for whom outside letters will be solicited. For the selection of final candidates, the search committee shall solicit twelve to eighteen (12-18) comparative letters evaluating the strengths of the final candidate(s) relative to other prominent scholars and/or practitioners in the field, with notice of possibly different stages in their careers. This process should be discussed with the Dean and/or Associate Dean of Academic Affairs before commencing. Dossiers of identified candidates should be provided to the letter writers.

- After initial applications are received, if an insufficient number of viable candidates has been identified, *letters of investigation* may be sent to individuals knowledgeable in the field that are likely to represent diverse perspectives. Letters of investigation seek the recommendation of possible candidates along with a comparison and ranking of those recommended with other prominent scholars in the field. In order to narrow the field, these letters may list names of scholars who are candidates or are not candidates but who represent types of scholars of interest to the committee.
- When a sufficient number of candidates has been identified, *letters of evaluation* of identified candidates may be requested from individuals knowledgeable in the field who are likely to represent diverse perspectives. Letters of evaluation seek the evaluation, comparison, and ranking of the identified candidate(s) together other prominent scholars

and/or practitioners in the field, particularly women and minorities, to be recommended by the letter writers.

- In cases where a targeted search has been authorized, *targeted letters* of the targeted candidate may be requested from individuals knowledgeable in the field who are likely to represent diverse perspectives. *Targeted letters* seek the evaluation, comparison, and ranking of the targeted individual with other prominent scholars and/or practitioners in the field, particularly women and minorities, to be recommended by the referees.

The specific comparison of candidates is important, as comparisons are a necessary part of the "Documentation" as described below. The search committee should carefully consider to whom letters are sent; letters of appraisal and comparison take much time and effort. On the other hand, the search committee should make sure the list of letter writers is comprehensive. External letter writers are typically tenured full professors at peer schools. When the letter writer is an advisor or collaborator with the candidate, or a personal friend, note shall be made of the relationship. At least twelve (12) letters for each candidate presented is required for review by the President and/or ad hoc committee. Yield is an important factor, so letter writers should be considered carefully. Letter requests should come from the Dean with responses returned to the Director of Faculty Planning by mail or email.

#### *Promotion without a Search*

For cases involving promotion when a search is not required, the department chair shall name a faculty committee to review the candidate. At the conclusion of the review, the committee shall submit a report summarizing the process and its findings, as described in "Documentation" below.

#### *Reappointment of a Professor in Practice/Senior Lecturer (non-tenured)*

In the case of the reappointment of a professor in practice/senior lecturer (non-tenured), the Dean can choose to appoint an ad hoc committee to review the case and advise him. The makeup of the committee is at the discretion of the Dean.

#### *Departmental Review*

Except in circumstances in which the full senior faculty of the department served as the search or review committee, the chair of the department shall convene the full senior faculty of the department at the completion of the search or review to consider the recommendations and shall solicit their individual opinions about the proposed action. The chair of the department shall transmit the report of the search committee as well as the reaction and vote of the departmental senior faculty to the Dean.

#### *Recommendation by Department Chair*

For each appointment, reappointment, promotion, or decision not to reappoint, the department chair shall, where required, submit a brief letter to the Dean providing a personal recommendation that shall be transmitted with documentation from the search or review, as described in "Documentation" below.

#### *Notification of the Senior Faculty Council (SFC)*

Initial appointments to assistant professor and reappointments to assistant and associate professor require notification, but not review, of the Senior Faculty Council.

#### *Cross-Departmental Appointments*

In the case of junior or senior faculty appointments that are cross-departmental in nature or are intended for individuals to teach primarily in the advanced studies program, the Dean may appoint a committee to determine whether an appointment is needed in the specified area and to assist in drafting a description of the position. The committee will report its recommendation to the Dean. If there is a desire to proceed with the search and after discussing the proposed position with the Senior Faculty Council, the Dean will appoint a search committee, which, at the end of the search process, will make a recommendation directly to the Senior Faculty Council rather than to the senior faculty of any individual department. The Dean will solicit the opinion of each senior faculty member about the proposed action.

#### *Review by the Senior Faculty Council*

When required, the recommendation and rankings of the search committee together with documentation of the search and/or review process shall be presented to the Senior Faculty Council, which serves as the Standing Faculty Committee on Appointments. The Council shall review the file and give its recommendation by individual vote to the Dean about the proposed appointment or change of status.

For tenured appointments, each member of the Council shall provide the Dean with a brief letter concerning the proposed action and these letters shall be forwarded, along with the other materials required, for the Presidential review. Senior faculty members of the candidate's department(s) are expected to write more detailed letters than senior faculty from other departments. A quorum shall be met if at least fifty percent of the senior faculty in residence during the semester in question is present.

#### *Recommendation by the Dean*

After considering the recommendation of the department chair or of the Dean's ad hoc committee and, where required, of the Senior Faculty Council, the Dean may approve, adjust, or reject the recommendation. If the Dean decides in favor of the action, he or she shall recommend approval to the Provost.

#### *Presidential Review*

An appointment to a tenured position requires a Presidential review. The Dean shall confer with the President or the President's designee and agree upon the form of the review and the faculty and/or outside consultation, if any, that will be sought. In those instances where the President or the President's designee convenes an "ad hoc" committee to advise on the appointment, the Dean shall withhold recommendation for or against the appointment until after the President's review has been conducted. At the conclusion of the Presidential review, the Dean shall recommend to the President or the President's designee for or against the appointment. The approval of the Provost or the President must be obtained before an appointment can begin or be announced.

### **Documentation**

For appointments, reappointments, or promotions that do not require notice and search procedures and for a review that results in a decision to allow the appointment to conclude at the end of its current term, the chair of the department shall submit to the Dean the candidate's curriculum vitae, appropriate exhibits of scholarly/creative work, and a brief letter describing the nature of the appointment or change being recommended and the nature and results of the consultations taken in reaching the recommendation. (See Appendix III for a checklist of required materials.)

For appointments requiring notice and search procedures, the chair of the department shall submit to the Dean a current copy of the ranked candidates' curriculum vitae, the summary affirmative action report, appropriate exhibits of scholarly/creative work, and a report prepared by the search committee, along with a brief letter providing the department chair's recommendation for or against the action and describing the results of the departmental review and the reasons why any members dissented or abstained. The report should provide documentary evidence of adequate search and review procedures and, normally, should include the following (See Appendix II for a checklist of required materials.):

- The department's view of the kind of appointment it wishes to make and why such an appointment is needed, as well as the attributes or specialties it was looking for in the candidates.
- An outline of the notice and search procedure. (This should indicate the composition of the committee conducting the search and the procedures followed to establish a list of candidates. There should be a description of the efforts taken to bring the position to the attention of potential applicants, along with evidence that women and minority group members were encouraged to apply. There also should be a description of the information used to make preliminary evaluations and an indication of the number of applicants and the number of women and minorities involved.)
- The short list of individuals considered to be best qualified for the position. (Information about individuals given serious consideration should be provided, including short summaries

of their qualifications. The names and summary curricula vitae for leading women and minority contenders should be included.)

- A brief summary of the reasons behind the committee's recommendations. (The nominee should be compared explicitly to others who were seriously considered and the reasons for preferring the nominee set forth. The statement should also explain how the nominee fits the school's needs in both teaching and the area of creative work. The statement should provide the reasons expressed by any members who dissented or abstained from the committee's recommendations.)
- Information pertinent to affirmative action should be summarized and included with the report. (See Appendix V for a detailed description of the information to be provided.)
- Depending upon the nature of the appointment, appropriate exhibits of scholarly/creative work should also be appended.

## NON-FACULTY ACADEMIC AND STAFF RESEARCH APPOINTMENTS

### Non-Faculty Academic and Staff Research Appointments with Compensation

- |  |                                     |
|--|-------------------------------------|
| • Research Administration (various titles)           | Staff                               |
| • Postdoctoral Research Fellow                       | Non-faculty academic appointment    |
| • Named Postdoctoral Research Fellow                 | Non-faculty academic appointment    |
| • Teaching Associate                                 | Non-faculty academic appointment    |
| • Research Associate                                 | Non-faculty academic appointment    |
| • Senior Research Associate                          | Non-faculty academic appointment    |
| • Research Scientist                                 | Non-faculty academic appointment    |
| • Senior Research Scientist / Senior Research Fellow | Non-faculty academic appointment    |
| • Research Professor                                 | Emeritus status for tenured faculty |

### Research Administration (Staff Assistant/Program Coordinator/Program Administrator)

*Affiliation.* This is a benefits-eligible staff appointment. Hands-on project management duties under the direction of a faculty principal investigator would not typically qualify for an academic research appointment and would be more appropriate as a staff position. If the scope of an individual's work is predominantly directed by a faculty member in a manner similar to a staff position, and the role would not generally be viewed as an independent intellectual contributor, then the appointment would typically fall outside the standards of an academic appointment and be more appropriate as a benefited staff position.

*Duties.* Under the direction of a principal investigator (PI), the individual performs a variety of research and administrative tasks determined by the field and scope of a particular research study. Duties could include the following: facilitate and communicate with project sponsors and related institutions; schedule meetings and provide meeting support (including the production of background materials and PowerPoint presentations); take minutes and conduct follow-up; conduct library research; compose, proofread, edit, and prepare official correspondences, reports, and other materials; make travel and hotel arrangements, process travel and expense reimbursements; oversee project finances, process expenditures, reimbursements, and weekly payroll; assist in the preparation of publications, including annual progress reports and project briefs; monitor research project's visibility; coordinate public events; and serve as liaison with invited visitors at project events.

*Qualifications.* Minimum recommended requirement for a staff position in research administration is a high school diploma, with at least one year of related experience. Additional qualifications may be required depending on specific position.

*Term.* Term varies, dependent upon research funding.

*Appointment Process.* This staff position requires approval from the Executive Dean and the Human Resources Office, as part of an open and competitive search.

### Postdoctoral Research Fellow

*Affiliation.* This appointment is a benefits-eligible non-faculty academic appointment for individuals who wish to continue their scholarly work under the general supervision of one or more faculty members with the aim of achieving competence as an independent original investigator.

*Duties.* Postdoctoral research fellows may carry out research and teaching responsibilities. This title is not an appointment to the faculty and does not permit the offering of unsupervised instruction. A postdoctoral research fellow may not be designated principal investigator (PI) or project director for research efforts, but may carry out research under the direction of a junior or senior faculty member.



*Qualifications.* A postdoctoral research fellow, as defined by the University, must include ALL of the following criteria:

- Recipient of a doctoral degree (PhD, DDes, or equivalent) in the last five years;
- Engaged in research independently, affiliated with and mentored by Harvard faculty to receive training; or, supporting the research efforts of a Harvard-affiliated PI.

*Term.* Temporarily appointed on an annual basis of up to three years, dependent upon research funding; appointed full-time (unless specific provisions have been approved at the School level).

*Appointment Process.* A postdoctoral research fellow must secure an individual member of the faculty as an advisor and be approved by the chair of the department or director of a center. If the criteria for appointment are met, the sponsoring faculty member is required to fill out a non-faculty academic appointment request form and submit it to the executive dean, together with the candidate's curriculum vitae and a description of the research that will be conducted while in residence. Postdoctoral research fellows who are externally funded by a foundation, government grant, or company, must provide evidence of sufficient funding. Visa authorization is contingent upon certification of funds.

### **Named Postdoctoral Research Fellow**

*Affiliation.* This appointment is a benefits-eligible non-faculty academic appointment that is open to only non-GSD graduates who wish to continue their scholarly work under the general supervision of one or more faculty members with the aim of achieving competence as an independent original investigator.

*Duties.* Named postdoctoral fellowship recipients will be expected to teach one seminar and conduct independent research. Recipients may use this fellowship to prepare publication of dissertation, but will also be expected to engage in new research projects. This title is not an appointment to the faculty and does not permit the offering of unsupervised instruction. A [named] postdoctoral fellowship recipient may not be designated principal investigator (PI) or project director for research efforts, but he or she may carry out research under the direction of a junior or senior faculty member.

*Qualifications.* A named postdoctoral fellow, must include ALL of the following criteria:

- Recipient of doctoral degree (PhD, DDes, or equivalent) within the last five years;
- Engaged in research independently, affiliated with and mentored by Harvard faculty to receive training; or, supporting the research efforts of a Harvard-affiliated PI.

*Term.* Temporarily appointed on an annual basis of up to a maximum of two years; appointed full-time (unless specific provisions have been approved at the School level).

*Appointment Process.* Position is competitive, and available slots will be advertised and posted as part of an open search. Applications will be reviewed by an internal faculty committee. One named fellowship recipient per year. Visa authorization is contingent upon certification of funds.

### **Teaching Associate**

*Affiliation.* Individuals who are not currently enrolled as students at Harvard and who have experience roughly comparable to a PhD student or graduate. Persons holding this position may concurrently engage in employment outside the university or hold other appointments within the university provided that the sum of all their employment does not exceed a normal work week. Teaching Associates are not eligible for visa sponsorship.

*Duties.* Teaching Associates may assist faculty in preparing course materials and in offering instruction, but may not be responsible for the structure and content of a course. They may conduct

teaching sections, tutorials, and design critiques. They may also read papers, review designs, recommend grades and assist in supervising independent study projects.

*Term.* Appointments may be made for one module (half-term), one term, or up to a maximum of one year, and may be renewed up to a maximum of two years. Appointments beyond two years require approval of the Senior Faculty Council and the dean.

*Work Load.* Teaching Associates are part-time non-faculty academic appointments.

### **Research Associate**

*Affiliation.* This appointment is a non-faculty academic appointment for individuals who engage in research.

*Duties.* Working under the direction of a principal investigator (PI) on Harvard research projects, research associates provide independent intellectual contributions towards research, which may include running experiments, recording data, performing quantitative analyses, documenting evidence, conducting literature searches, and preparing drawings. Research associates may not serve as PIs, but this may be waived by the dean for specific projects if there are compelling reasons why there are no faculty supervisors who can serve in this capacity. Research associates, on occasion, may participate with faculty in the conduct of instruction but may not be responsible for the structure and content of a course. Research associates may not assist faculty in any professional or personal work not directly related research in the GSD.

*Qualifications.* Minimum recommended requirements for a research associate appointment include one or more of the following criteria:

- Appropriate academic credentials, typically indicated by a master's level degree (or for a doctoral student, matriculation in an appropriate degree program);
- Specialized expertise or practical experience; and
- At least one year of research experience in a defined field.

*Term.* Part-time or full-time position. Appointed at least one-term to one year, renewable dependent upon research funding. Benefits eligibility determined on a case-by-case basis.

*Appointment Process.* A research associate must secure an individual member of the faculty as his/her advisor and be approved by the chair of the department or director of a center. If the criteria for appointment are met, the sponsoring faculty member is required to fill out a non-faculty academic appointment request form and submit it to the executive dean, together with the candidate's curriculum vitae and a description of the research that will be conducted while in residence. Visa authorization is contingent upon certification of funds.

### **Senior Research Associate**

*Affiliation.* This appointment is a benefits-eligible non-faculty academic appointment for individuals who hold advanced research qualifications and experience.

*Duties.* The responsibilities of senior research associates are individually defined, but may include the design and oversight of research that does not require close faculty supervision. Senior research associates may have principal investigation rights, but generally work closely with tenured faculty members on research projects. This position may manage or direct a team of researchers on a case-by-case basis. This appointment may teach and be responsible for the structure and content of a course.

*Qualifications.* Minimum recommended requirements for a senior research associate appointment include the following criteria:

- Appropriate academic credentials, typically indicated by doctoral degree, but at least a master's level degree as long as the following criteria are met:
- Specialized expertise or practical experience;
- At least three years of research experience in a defined field; and
- Specialized role on a well-defined project (e.g., an expectation of co-authorship on an academic paper).

*Term.* Part-time or full-time position. Appointed at least one year, up to a three-year term, renewable, dependent upon research funding.

*Appointment Process.* A senior research associate must secure an individual member of the faculty as his/her advisor and be approved by the chair of the department or director of a center. If the criteria for appointment are met, the sponsoring faculty member is required to fill out a non-faculty academic appointment request form and submit it to the executive dean, together with the candidate's curriculum vitae and a description of the research that will be conducted while in residence. Visa authorization is contingent upon certification of funds.

### **Research Scientist**

*Affiliation.* This appointment is a non-faculty academic appointment for distinguished individuals who have advanced research qualifications.

*Duties.* The responsibilities of a research scientist are individually defined, but may conduct research as an independent investigator; play a leadership role in research projects; act as senior analyst in one or more research projects; present results and prepare publication, collaborate with external researchers; and supervise research staff. Research scientists generally aspire to a career as a professional researcher or research manager.

*Qualifications.* Doctoral degree (PhD, DDes, or equivalent) required, with a minimum of 5 years of postdoctoral experience, evidenced by the ability to excel in research. Must be a major contributor to refereed publications beyond thesis papers and hold evidence of leadership in scientific administration, including the supervision of research staff.

*Term.* One to five-year term, renewable. May be dependent on research funding.

*Appointment Process.* A research scientist must secure an individual member of the faculty as his/her advisor and be approved by the chair of the department or director of a center. If the criteria for appointment are met, the sponsoring faculty member is required to fill out a non-faculty academic appointment request form and submit it to the executive dean, together with the candidate's curriculum vitae and a description of the research that will be conducted while in residence. Visa authorization is contingent upon certification of funds. Position may be competitive, with available slots advertised and posted as part of an open search.

### **Senior Research Scientist / Senior Research Fellow**

*Affiliation.* This appointment is a non-faculty academic appointment for distinguished individuals with advanced research qualifications.

*Duties.* The responsibilities of this appointment are individually defined, but in addition to meeting the criteria for research scientists listed above, senior research scientists and senior research fellows also demonstrate leadership as a principal investigator (PI), as head of a defined research project, or as a key member of a research team. Senior research scientists and senior research fellows may provide overall program/project leadership and management; may conduct and publish

self-initiated research; may conduct research across programs or projects; may train and manage other research staff; and may participate in long-range research planning.

*Qualifications.* Doctoral degree (PhD, DDes, or equivalent) required, with at least 7 years of postdoctoral experience. In addition, this appointment should demonstrate excellence in the research area of focus. For example, this appointment must demonstrate leadership skills and experience supervising research staff; continue publication in refereed journals as senior author or contributor of major ideas or innovations with identifiable independence from senior scientific mentors; and continue participation in scientific societies, committees, and review groups at the national level.

*Term.* One to five-year term, renewable. May be dependent upon research funding.

*Appointment Process.* A senior research scientist and senior research fellow must secure an individual member of the faculty as his/her advisor and be approved by the chair of the department or director of a center. If the criteria for appointment are met, the sponsoring faculty member is required to fill out a non-faculty academic appointment request form and submit it to the executive dean, together with the candidate's curriculum vitae and a description of the research that will be conducted while in residence. Visa authorization is contingent upon certification of funds. Position may be competitive, with available slots advertised and posted as part of an open search.

### **Research Professor**

The position Research Professor is available to Graduate School of Design tenured professors and tenured professors in practice who, as they retire from their tenured appointments request this title in lieu of the designation Professor Emerita or Professor Emeritus. The title Research Professor can be held for a maximum of five years after formal retirement. Subject to availability and consistent with the School's needs, shared office space and access to resources will be provided in accordance with the Office Space policy in the GSD Faculty Handbook.

### **Additional Information about Non-Faculty Academic Appointments with Compensation**

*Compensation.* Non-faculty academic appointees are officers of the university and are eligible for staff privileges in Harvard libraries and for membership in the Faculty Club. Subject to availability and consistent with the School's needs, shared office space and access to resources may be provided in accordance with the Office Space policy in the GSD Faculty Handbook.

*Appointment Process.* A formal search is not required for most non-faculty academic appointments but faculty members must consider qualified minority and/or women students for such appointments. For staff research appointments, an available position must be advertised in accordance with University guidelines, and a search must be conducted under the direction of a voting member of the Faculty of Design. The request for a non-faculty academic appointment may be made by any member of the Faculty of Design who is the instructor of record for a GSD course, seminar or studio, or who is a principal investigator on a GSD research project or who is a Director of a Research Center. The request shall be made on the appropriate form and submitted to the executive dean for review and approvals.

### **Non-Faculty Academic Appointments without Compensation**

- |  |                                  |
|--|----------------------------------|
| • Visiting Scholar (unpaid)                | Non-faculty academic appointment |
| • Visiting Fellow (unpaid)                 | Non-faculty academic appointment |
| • Associate / Expert-in-Residence (unpaid) | Non-faculty academic appointment |

### **Visiting Scholar**

*Affiliation.* A person with a record of distinguished scholarly achievement may be appointed by the dean as visiting scholar in the GSD for residence of up to one academic year to assist in the conduct of his or her own scholarship. Normally, these persons currently hold professorial or senior research appointments at other universities and are on sabbatical or leave under sponsorship of a major grant, such as a Fulbright or Guggenheim. Appointments are only considered when it is evident that residence in the GSD will be of significant benefit to the research in progress and when the residence of the scholar will benefit scholarship and/or instruction in the Faculty of Design.

*Appointment Process.* Appointees to the visiting scholar and visiting fellow positions must be sponsored by an individual member of the faculty and recommended by the department chair. If the criteria for appointment are met, the department chair will bring the request to the Executive Committee along with the candidate's curriculum vitae, a description of the research or other work to be conducted during the term of the appointment, and a copy of any other administrative terms. The Executive Committee will serve as advisor to the dean for these appointments. If the appointment is approved, a letter will be sent from the Dean confirming the appointment and stating that there will be no monetary stipend and that they will not be given any office space or staff support. It must be clear that the appointee is responsible for all charges in Harvard libraries or the Faculty Club. Written confirmation of these conditions, in the form of a copy of the letter signed by the appointee, must be secured before requesting the appointment. For further information, consult the Executive Dean. Requests for Visiting Scholar and Visiting Fellow appointments must be submitted by May 1 for fall appointments and by October 1 for spring appointments. See "Additional Information about Non-Faculty Appointments without Compensation" below.

### **Visiting Fellow**

*Affiliation.* A person with some scholarly or professional achievement beyond the normal scholarly or professional degree may be appointed by the dean of the faculty as visiting fellow in the Graduate School of Design for up to one academic year to engage in research or otherwise participate in academic endeavors of the school. Appointments are only considered when it is evident that participation at the GSD will be of significant benefit to research or academic endeavors of the school. Most international fellows applying from abroad are funded by a foundation, government grant, or company. All international fellows should be certain they can provide evidence of sufficient funding. Visa authorization is contingent upon the certification of funds to cover tuition and living expenses.

*Appointment Process.* Appointees to the visiting scholar and visiting fellow positions must be sponsored by an individual member of the faculty and recommended by the department chair. If the criteria for appointment are met, the department chair will bring the request to the Executive Committee along with the candidate's curriculum vitae, a description of the research or other work to be conducted during the term of the appointment, and a copy of any other administrative terms. The Executive Committee will serve as advisor to the dean for these appointments. If the appointment is approved, a letter will be sent from the Dean confirming the appointment and stating that there will be no monetary stipend and that they normally will not be given any office space or staff support. It must be clear that the appointee is responsible for all charges in Harvard libraries or the Faculty Club. Written confirmation of these conditions, in the form of a copy of the letter signed by the appointee, must be secured before requesting the appointment. For further information, consult the Executive Dean. Requests for Visiting Scholar and Visiting Fellow appointments must be submitted by May 1 for fall appointments and by October 1 for spring appointments. See "Additional Information about Non-Faculty Appointments without Compensation" below.

*Please note that the Visiting Fellow status is not to be used for people who are enrolled in a degree program (doctoral or masters) at another institution. Those individuals should pursue special student status through the Admissions Office.*

### **Associate / Expert-in-Residence Affiliated with GSD Degree or Administrative Programs**

*Affiliation.* Persons with expertise relevant to a specific degree or administrative program may be invited by the Graduate School of Design to be associates or experts-in-residence (EIRs). Associates are typically artists or practitioners in the various disciplines of the school. EIRs typically hold positions in industry and offer advice and consultations on entrepreneurialism. These affiliations with the GSD are made in a non-faculty academic appointment status for a circumscribed term, usually three years. Associates and EIRs will be included in the departmental or program list of faculty, staff and affiliates for the duration of their appointment.

Prior to offering an associate or EIR an invitation, it is expected that the rationale for the invitation will be carefully considered. There needs to be a clear understanding concerning the individual's involvement in the program or department, such as number of visits, whether he or she will participate in workshops, give guest lectures or provide one-on-one consultation with students. The GSD faculty member or administrator proposing the affiliation will make a recommendation to the Dean, and the Chair if the affiliation is with an academic department. No invitations will be issued without written approval from the dean. In the penultimate year of the term of affiliation, the rationale and the level of the associate or EIR's involvement are reviewed. The affiliation can either be extended with the approval of the Dean, or allowed to expire. Associates may or may not be offered honoraria and reimbursements for travel. EIRs are normally expected to cover their own costs for visiting the GSD and/or the iLab. Associates and EIRs are not eligible to receive ID cards or library access. See "Additional Information about Non-Faculty Appointments without Compensation" below.

### **Additional Information about Non-Faculty Appointments without Compensation**

*Duties.* Persons with these appointments pursue their own research or projects while in residence at the GSD. These titles are not appointments to the faculty and do not permit the offering of instruction; only faculty positions may be used for that purpose. These titles are also not appropriate for persons who will perform research with a stipend; such positions require appointment as a research associate or senior research associate. Appointments with these titles are not intended for persons conducting research for doctoral dissertations or for persons who have recently completed their formal education and seek experience as post-doctoral fellows. Persons with these appointments are not entitled to take or audit GSD or other Harvard courses.

*Term.* Appointments are typically limited to one academic year, with the exception of associate and EIR appointments, which are up to three-years.

*Compensation.* There is normally no Harvard compensation for these positions.

### **STUDENT APPOINTMENTS**

- Student Research Assistant      Enrolled GSD Master's Student
- Student Research Fellow        Enrolled GSD Doctoral Student
- Student Teaching Assistant      Enrolled GSD Master's Student
- Student Teaching Fellow        Enrolled GSD Doctoral Student

### **Research Assistant**

*Affiliation.* This appointment is made for full-time resident GSD students in good standing, currently enrolled in a master's degree program at Harvard.

*Duties.* Students in good standing are eligible for positions as Research Assistants (RAs). They normally are GSD students, although occasionally a student from another Harvard school may serve as a RA at the GSD. RAs conduct research on a specific research account and cannot be paid with funds from a course budget. RAs may assist faculty in the conduct of research, but may not be responsible for the structure or content of investigations. RAs may not serve as principal investigators. RAs may not assist faculty in any professional or personal work not directly related to research at the GSD.

*Term.* RAs may work up to a maximum of ten hours per week during the school year. They may not assist faculty in any professional or personal work not directly related to instruction or research at the GSD.

*Compensation.* Salary rates are fixed each academic year and are not negotiable. Earnings may be included as a resource in a student's financial aid package. Students who have been awarded federal work-study as part of their financial aid package may use these funds for their RA positions, in which case a portion of the student's salary will be paid by government funds.

### **Research Fellow**

*Affiliation.* This appointment is made for full-time resident GSD students in good standing, currently enrolled in a doctoral program at Harvard.

*Duties.* Student Research Fellows (RFs) may assist faculty in the conduct of research, but may not be responsible for the structure or content of investigations. They may conduct experiments, record data, perform quantitative analyses, document evidence, conduct literature searches, prepare drawings, etc. RFs may not serve as principal investigators. They may, on occasion, participate with faculty in the conduct of instruction. RFs may not assist faculty in any professional or personal work not directly related to instruction or research at the GSD.

*Term.* Appointments may be made for one module (half-term), one term, or up to a maximum of one year. The maximum appointment for a RF at the GSD is normally one "two-fifths" appointment per term, except during the summer when the student is not registered for course work.

*Compensation.* Salary rates are fixed each academic year and are not negotiable. Earnings may be included as a resource in a student's financial aid package.

### **Teaching Assistant**

*Affiliation.* This appointment is made for full-time resident GSD students in good standing, currently enrolled in a master's degree program at Harvard.

*Duties.* Students in good standing are eligible for positions as Teaching Assistants (TAs). They normally are GSD students, although occasionally a student from another Harvard school may serve as a TA at the GSD. They assist faculty in preparing course materials and provide logistical support or coordination as needed. They may not assign grades or serve as substitute instructors in the absence of the instructor of record.

*Term.* TAs may work up to a maximum of ten hours per week during the school year. They may not assist faculty in any professional or personal work not directly related to instruction or research at the GSD.

*Compensation.* Salary rates are fixed each academic year and are not negotiable. Earnings may be included as a resource in a student's financial aid package. Students who have been awarded federal work-study as part of their financial aid package may use these funds for their TA positions, in which case a portion of the student's salary will be paid by government funds.

### **Teaching Fellow**

*Affiliation.* This appointment is made for full-time resident GSD students in good standing, currently enrolled in a doctoral program at Harvard.

*Duties.* Only a limited number of courses are assigned Teaching Fellows (TFs) who may assist faculty in preparing course materials and in offering instruction, but may not be responsible for the structure and content of a course. They may conduct teaching sections, tutorials, and design critiques. They may also read papers, review designs, recommend grades and assist in supervising

independent study projects. TFs may not offer more than one lecture or seminar in any course in the absence of the faculty instructor of record and may not assign course grades.

*Term.* Appointments may be made for one module (half-term), one term, or up to a maximum of one year.

*Compensation.* Salary rates are fixed each academic year and are not negotiable. Earnings may be included as a resource in a student's financial aid package.

For additional information, current rates, and hiring procedures refer to [www.gsd.harvard.edu/ta](http://www.gsd.harvard.edu/ta).



## APPENDICES