

## **Restrictions on Outside Activities for Tenure and Tenure Track Faculty Members**

In the University of Southern California's Faculty Handbook (2008 edition) the University "encourages faculty involvement in outside consulting, research, and professional activities, as well as community service. However since the primary responsibility of a full-time faculty member is to the University, limits on outside activities must be set."

Section 3-I outlines in broad terms those limits for USC faculty, covering potential conflict of interest; absences from teaching, research and service; number of hours of outside consulting; arrangements for outside teaching; avoidance of the endorsement of commercial products. Further definition within each School varies across the campus based on the academic standards and practices of each particular discipline. While outside professional employment might be exclusively restricted in some schools, other schools consider it expected meritorious activity.

The School of Architecture encourages its faculty, to benefit from support for their architecturally related research activities through sponsored design competitions, consulting fees, private commissions, and publication contracts. As such, the School of Architecture alternatively defines the value of certain faculty activity not according to its place on the scale between what is deemed academic or professional, but based on the activity's own metric of excellence and impact. The threshold in determining if externally funded work is appropriate must be defined by the Dean (within the range approved by the University) and based on the academic expectations of that particular faculty.

As such, the Dean will determine for each faculty activity:

- What separates *applied research* from consultancy as second line of employment?
- What separates *academic scholarship* from publication done primarily for monetary gain?
- What separates *creative practice* advancing the field from ordinary professional work?

Therefore, the main barometer for determining an activity's appropriateness is not economic but the degree to which that activity might provide the faculty member with further recognition for contributions to the field through subsequent awards, peer citation, and publication, as well as benefit teaching—within the balance of contribution defined by the University for all full time tenured and tenure track faculty.

For faculty working as a principal investigator on a grant, primary author for a publication or sole practitioner for a commission, the case can be made fairly easily on how externally funded work might qualify for a single faculty member's research activity. Yet, the practice of architecture by nature is much more complex than this model suggests. While there might be a more direct relationship between the soloist in the Music School commissioned for an opera, or a screen writer in the Cinematic Arts School who sells a screen play, with the solo architectural practitioner with his/her name on the firm in architecture, many works of architecture at a certain scale require creative excellence within all ranks of any particular professional firm. Therefore the external activity of any faculty member beyond teaching and service must be considered and defined by the Dean individually on a case-by-case basis based on the recognized excellence of the over all work and the ability for that faculty member to be identified as the author of that portion of contribution.

Yet outside commitments must not only be evaluated based on the *value* of that particular activity but also in regard to *amount of time* such an activity or commitment might demand in relation to the other required commitments of all full time faculty at USC.

While the University gives a range of relative percentages for all full time faculty (35-45% each for teaching and research and 5-15% for service in Section 3-B(2) of the Faculty Handbook), a tenured or tenure track faculty member in the School of Architecture upon hire normally accepts a full time 100% appointment with an average distribution of 40% teaching, 40% research and 20% service ratio. The University does not suggest that 100% equals a 40-hour week for this commitment. By defining percentages, the University recognizes that most dedicated and engaged faculty commit far more than the

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industry-norm towards their teaching and research. The average working week instead can be considered the base level of contribution rather than the limit for one's USC commitment as a full time faculty member.

The Faculty Handbook therefore limits additional work beyond one's full time commitment to teaching, research and service as no more than one day a week. The Handbook states, "The nature of the consulting work should be evaluated in terms of its worth as a scholarly experience and should in no way detract from the prestige of the University or professional stature of the faculty member...consulting is a conditional privilege granted by the University. As such, the University is the final judge of the appropriateness of the outside activity and whether it unduly compromises the faculty member's primary responsibilities implicit in his or her contract for full time employment with the University." (Section 3-I (3) in the Handbook)

While some individuals feel that they are able to balance extensive external commitments (both personal and professional) with their commitment to USC, the School must ensure that the personal choices of one faculty member do not negatively impact, limit or burden other faculty by default. Whether one is engaged in valued research or other unrelated outside commitments, faculty still must fulfill their own full time contract.

As stated by the Handbook, the Dean's office can work with each individual faculty regarding the definition of their own profile and can establish adjustments in the standard School of Architecture percentages to meet demands for increased scholarly activity, research and creative practice. Such arrangements normally should be determined no later than at the annual evaluation meeting of individual faculty members with the Dean in order to plan ahead for the next academic year, and should be clearly indicated in the faculty member's annual review form.

### **General Guidelines for Externally Funded Activities for Tenure/Tenure Track Faculty:**

1. Upon hire, all tenured and tenure track faculty must recognize this will be their only full time job, and they will accept a profile of 40% teaching, 40% research and 20% service and follow the limits set by the University on outside consulting activities.
2. Professional activities must meet the standards of excellence expected from our USC faculty and lead to clear recognition of that individual faculty member for their contribution toward advancing the field of knowledge and enhance teaching as appropriate.
3. It is the duty of each faculty member each year during the annual review process to articulate the ways in which their outside activities constitute advances in knowledge and the specific role played by the individual faculty member when participating in such activities