ORGANIZATION and PROCEDURES

PREAMBLE:

This document captures and represents a set of agreements between the faculty and the administration of the School of Architecture concerning the agreed upon methods and the collective conduct in managing School affairs. The Human Resource Committee reviews all ongoing adjustments to this document, bringing forth all changes to the Faculty for review and discussion as needed—to maintain the document as an accurate illustration of what are the current practices of the School as articulated by the Dean and Faculty at any particular time, rather than as idealized picture of future practices.

Policies of the University of Southern California provide an overarching framework for the School of Architecture. The University policies always supersede this document might any conflict in definition or practice occur over time, and can be found on the USC web site, through specific links to the “Faculty Handbook,” “Other Policies” and the “Index to University Policies.” It is a progressive instrument that has been edited and transformed over the years, and its very publication is further invitation for continuing adjustment and innovation.

This document will be available from the Dean’s Office. The Administration, Faculty, Staff and Students all have the ability to suggest ongoing improvements and changes to the document so that it remains at all times relevant and its intent to clarify certain values respected by each party. Any such suggestions should be forwarded in writing to the current Vice Dean and the Chair of the Human Resources Committee for consideration by the faculty, who are the two primary bodies responsible for its implementation and future improvement or adjustment.

The order of this document begins with the primary components which organize the School administration and faculty in general, then gives an overview of specific administrative positions within the various degree programs, and then proceeds next to outline some critical procedures and distinctions regarding faculty, staff and students, and ends with an appendix which include original documents voted on by the faculty and the critical principles for each degree program.

I. COLLECTIVE MEETINGS

A. ALL-SCHOOL MEETINGS

1. Function: The School Meetings provide an opportunity to collectively gather to hear about each semester’s faculty appointments, new initiatives, and various academic opportunities. It is an opportunity to allow the faculty, students and staff to recognize the wholeness of the school as distinct from the individual degrees, courses, and personnel.

2. Eligibility: Every person holding a current appointment to the Faculty of the School of Architecture, all students, and staff are eligible to participate.

3. Organization and Procedures: The Dean shall chair and prepare the agenda for School Meetings each term. Request for specific announcements and agenda topics should be submitted in writing at least one week before the meeting.

4. Schedule: All School Meetings shall be held at least once a year at a regularly scheduled time and by request addressed to the Dean. Though the Dean may call a meeting at any time, it is typically held during the first week of each semester.

B. FACULTY MEETINGS

1. Function: Faculty Meetings provide a forum for discussion of School affairs, opportunities for faculty action on curricular matters, reports from the Working Committees and from the Dean and Vice-Dean, and the possibility for making resolutions on matters of consequence to the faculty. The Dean chairs the Faculty meeting.

2. Schedule: The Faculty meets on the first Wednesday each month during the academic year, typically from 12:00-1:50PM. The Office of the Dean provides a calendar of such meetings at the beginning of each semester.

3. Agenda: an agenda for each Faculty Meeting will be made available no later than 48 hours prior to the meeting. Agenda for Faculty Meetings typically include both academic and administrative matters.
II. ELECTED REPRESENTATIVES

A. Secretary of the Faculty

1. Overview:

a) A Secretary of the Faculty is elected at the last meeting of the spring semester. The Secretary of the Faculty is to be elected from among the tenured faculty for a term of two years. A full professor is considered most appropriate due to the nature of the position concerning promotions, but associate professors with tenure may also be elected.

b) The Secretary of the Faculty is responsible for arranging, in collaboration with the Dean’s Office and the faculty, any special faculty meetings for full time hiring, promotion and tenure procedures.

c) The Secretary of the Faculty may be called upon to help the Dean’s Office develop a list of potential references for tenure and promotion cases, (see Section V, below).

d) The Secretary of the Faculty shall also work with the Vice Dean to insure that each tenure track faculty is paired with a tenured faculty mentor.

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e) The Secretary of the Faculty will also organize the faculty procedures for the third year review process, as well as the faculty procedures dictated by UCAPT guidelines for promotion with tenure, for tenure track candidates, calling meetings, as necessary, and organizing the final faculty letter sent to the Dean.
f) The Secretary of the Faculty assists the Dean and the Vice Dean in formulating the agenda for each meeting and in developing a list of appropriate guests (staff, students, others) to be invited, reviews the minutes of each meeting, and distributes copies of the minutes to each faculty member before the monthly meeting.
g) Any faculty can request a faculty meeting at any time through the Secretary of the Faculty. Such requests shall be considered by the Executive Committee for action.

B. Executive Committee (EXCOM)

1. Role and General Function of the Executive Committee:
   a) The role of the Executive Committee is to act as the elected body to represent School interests in the formulation of administrative policies that pertain to: the educational goals and philosophy, the implementation of curriculum objectives, the allocation of available monetary and physical resources, and the consideration of recommendations from working committees for implementation, if appropriate, and for transmittal to the full faculty.
   b) The Executive Committee acts on behalf of the full faculty, to whom the Committee reports on a regular basis at each faculty meeting through the Dean.
   c) One of its most important roles is to fulfill the annual review of all full time faculty, making the required recommendations to the Dean for merit increases based on performance each year and making recommendations of potential dismissal of any full time faculty member after appropriate review.
   d) The Dean should always consult with the Executive Committee regarding significant changes in staff organization and appointments, faculty search committees’ final recommendation for hiring new full time faculty, the tenured faculty body’s recommendations regarding probationary faculty at the required third year review, or the FT NTT faculty review committee’s recommendations for dismissing or continuing current FT NTT appointments, or any other matters relating to the allocation of current and future resources of the School.
   e) The Executive Committee is only an advisory committee to discuss issues with the Dean and Vice Dean. It does not act separately on cases of promotion or tenure, deferring authority to the tenured faculty body to represent the faculty of the School.
   f) The Committee may advise and make recommendations to the Dean on faculty committee assignments. The actions and recommendations of the various working committees are reported to the Executive Committee for implementation, if appropriate, and for transmittal to the full faculty.
   g) The Chair of PhD Studies, the Four Discipline Heads (Architecture, Building Science, Heritage Conservation and Landscape Architecture) as well as the all other individual Program Directors will report as needed to the Executive Committee as outlined under their responsibilities in Section V.

2. Composition and Election of Executive Committee:
   a) Elected Faculty Members: The elected Committee consists of five faculty members, all of whom must have full-time faculty appointments. Each member is elected for a two-year term of office, with terms staggered so that no less than two members continue in office and not more than three members are newly elected in any year. Elections will be held at the last faculty meeting of the spring semester each year. Each faculty member will be appointed to serve one of the five working committees as the Executive Committee representative, acting as the reporting line from the working committee to the Dean.
   b) The Staff of the School of Architecture will elect an ex-officio, non-voting representative each semester to attend meetings thus creating a reporting line from the Dean and faculty to the staff regarding academic programs and their annual implementation.
   c) The School’s Student Council will elect an ex-officio representative one undergraduate and one graduate student able to alternate attendance at meetings to serve as the student representation on the Committee for a one-year term. Any full-time student who has reached his/her Junior (third) year or is a Graduate or PhD Student is eligible to serve on the Committee. Students are considered full members of the Committee except when it meets in executive sessions to discuss personnel matters.
   d) The Dean and Vice Dean also serve on the Committee:
      (1) The Dean of the School will chair the Committee. The duties to be: (a) establish meeting agenda in concert with the Vice Dean and preside at meetings, (b) administratively
implement actions stemming from Executive Committee discussions and (c) report the deliberations of the Committee at each faculty meeting, when appropriate.

(2) The Vice Dean serves as an ex-officio member of the Executive Committee. The Vice Dean’s duties include: (a) assist the Dean with the preparation of the agenda and (b) preside over the meeting in the absence of the Dean. The Vice Dean may call meetings of the Executive Committee.

3. General Procedures
   a) The term of office for faculty members begins and ends with the start of the fall semester so that the Committee can advise the Dean over the summer months. The annual election of new members is held at the final faculty meeting of the spring semester.
   b) All full time non-visiting faculty members will be eligible to be elected to EXCOM unless specifically exempted by the Dean or if currently within their first three years of tenure track at USC.
   c) Notice of the election and a list of the eligible faculty will be distributed one week prior to the meeting at which the election will take place to allow absentee voting to be concluded prior to the faculty meeting. All absentee votes must be received by the Secretary of the Faculty twenty-four hours in advance of the faculty meeting when an election is scheduled (absentee voting is only allowed for faculty away on school business or other dean-approved absences). If there are any questions regarding the definition of appropriate school business or if any faculty on school business over multiple weeks during a particular term, the Dean’s Office will clarify to the Secretary of the Faculty the agreement between the faculty member and the School regarding service and other standard faculty responsibilities typical each semester, as it might affect their eligibility for seeking a valid absentee vote and representation in governance decisions. The election fill vacancies due to the expired terms or other circumstances. The ballot will list all candidates alphabetically. Each person on EXCOM will be voted on separately. To be elected, a candidate must receive the majority of the votes cast. If a majority is not reached on the first ballot, the two candidates receiving the highest number of votes will qualify for subsequent ballots until a majority of the votes is achieved by one candidate.
   d) Faculty members of the Committee who have completed their two-year term of office may be nominated and re-elected to a second term. However, no faculty may serve on the Committee for more than two consecutive terms, or a period of four consecutive years. This provision does not apply to ex-officio members.
   e) In the event that a Faculty Committee member resigns or is unable to serve the full term of office, a special election is held to elect a substitute member to complete the time remaining in the two-year term. Faculty on sabbatical or leave during the term of office shall be replaced by a substitute for the length of the sabbatical or leave.
   f) Faculty and students are also encouraged to submit to the Executive Committee, in writing, subjects that they wish discussed and resolved or issues which need clarification.
   g) Faculty and students may attend meetings, but the Executive Committee may close the meeting to non-members at times when their presence may compromise the functions of the Committee.
   h) An agenda will be prepared and distributed at least two days prior to each meeting of the Executive Committee.
   i) Regular meetings of the Executive Committee will take place twice each month during the Academic Year. Special meetings are held as required.
   j) If an election has occurred to replace an outgoing member of EXCOM at the end of a semester, that new appointment does not officially start until the beginning of the following semester. During transitional periods between May-to-August and December-to-January, all committee members from both versions of EXCOM will be invited to attend any schedule meetings. If a vote is required during that meeting, the outgoing EXCOM members remain the voting members until the start of the next semester.

C. Student Council:
   1. Students are encouraged to elect a single Student Council as the official representative student organization, unifying the Undergraduate, Graduate and PhD student body.
   2. While students may choose to create and support numerous other professional or academic organizations while at USC, the School of Architecture Student Council is to act as the official student representative organization of the School, without particular bias or purpose than to represent the needs of the student body.
3. Student Council members should elect to the Executive Committee an ex-officio representative from the undergraduate student population and one from the Graduate or PhD population. These two elected student representatives can then alternate attendance at meetings throughout the year.

4. Student Council should elect two ex-officio representatives to the Curriculum Committee, one undergraduate and one graduate student, elected by their respective constituents, also then able to attend in an alternating manner or attend as issues relative to their programs are debated.

5. Student Council may be called upon to provide elected student representation to resolve any emergent conflict, organize student participation during accreditation visits, and to re-ratify the Studio Culture Document annually.

6. All students are encouraged to participate in School Meetings, and participate in Student Council.

III. WORKING COMMITTEES and TASK FORCES

A. Five Working Committees

1. Members of the Five working committees shall be appointed by the Dean from all full time non-visiting faculty, any part time or adjunct faculty with designated committee assignment, the School staff and elected Student Council members (or other students in good standing), working towards appropriate representation and inclusion of all constituencies as appropriate to the work at hand. The Dean will distribute the five Executive Committee members at the start of each year so that each serve on one of these five working committees to establish a line of communication between the committees and the Dean, the senior professional and academic leadership team and the Executive Committee (EXCOM).

2. An official list of assigned committee members will be given to the elected committee chair and elected secretary each semester to establish the required quorum for voting. Only Dean-appointed full-time faculty may be elected as committee chair and secretary. A quorum is a majority of the Dean-appointed members (and does not including the nonvoting student representatives). The five working committees and their responsibilities are listed below. EXCOM can modify the definition of the responsibilities of any given working committee as needs arise.

   a) Communications and Events Committee
      Composed of the assigned Executive Committee faculty member plus several appointed faculty, staff and student representatives. The Committee will advise the Dean and Assistant Dean for Communications and Marketing on bringing greater exposure to the School and projecting the School to a broad academic and public audience. The Committee will collaborate with the Dean on the selection and procurement of lectures for the annual lecture series. The Committee will report and review its activities with EXCOM and the Dean prior to any presentation to faculty or implementation.

   b) Curriculum Committee
      Composed of the assigned Executive Committee member plus several appointed faculty, staff and student representatives. If not currently serving on the Curriculum Committee any Chair, Discipline Head or Director may serve as ex-officio (non-voting) member for a particular semester as needed to ensure a complete discussion of agenda items affecting their programs at that time. The committee will review proposed changes to academic curriculum, review new courses as appropriate, and provide advice on overall academic policies. The Committee will report and review its activities with EXCOM and the Dean prior to any presentation to faculty or implementation.

   c) Diversity, Inclusion and Admissions Committee
      Composed of the assigned Executive Committee member plus several appointed faculty, staff and student representatives. The committee is responsible for working with the School’s chief diversity officer to develop the School’s Strategic Plan for Diversity, Equity and Inclusion (“Plan”) and monitor the progress of Plan initiatives and activities. The committee is responsible for providing oversight for student recruitment and admissions, in concert with the Associate Dean for Academic Affairs, Executive Director of Student Services and Program Directors. The Committee will report and review its activities with EXCOM and the Dean prior to any presentation to faculty or implementation.

   d) Space and Technology
      Composed of the assigned Executive Committee faculty member plus several appointed faculty, staff and student representatives. The committee will provide advice on ongoing strategic and operational issues related to space planning and facilities needs, technology/IT infrastructure. The Committee will report and review its activities with EXCOM and the Dean prior to any presentation to faculty or implementation.
e) Workforce Policy

Composed of the assigned Executive Committee faculty member plus several appointed faculty, staff and student Representatives. The Associate Dean for Academic Affairs serves as an ex-officio (non-voting) member. The committee will provide advice on personnel issues related to hiring, workload, benchmarking competitive compensation and topics. The Committee is responsible for periodic revisions of the Organizations and Procedure Document, and Appendices. The Committee will report and review its activities with EXCOM and the Dean prior to any presentation to faculty or implementation.

3. Meetings

a) The five working committees will meet regularly during the academic year and at a date and time convenient to the members. Additional meetings may be held if the need arises. Meetings are open to all members of the academic community (administration, faculty, staff and students, as space permits. Executive Faculty Sessions (limiting attendance just to faculty committee members) will be instituted to discuss confidential matters at any time.

b) Summary Minutes will be typed and made available for Committee approval and given to the Dean’s Office at the end of each term.

c) A record of faculty attendance each semester will be provided by the committee to the Dean’s Office. Faculty committee attendance for the prior year will be recorded as a component of a faculty’s service performance for use in the annual review process.


B. Task Forces

1. Occasionally, the Dean of the School may create a task force to address a pressing issue within the School or a particular program. A task force’s mission should not undermine the five working committee structure composed of full time faculty and staff. Any Discipline Head also may request that the Dean create a particular short-term task force to address an emergent concern particular to their program. A task is considered something that can be addressed quickly and have clear resolution, whereas the matters of the five working committees address on-going matters of future vision, governance and management.

2. The task force chair should provide updates to the EXCOM and Faculty when appropriate. When the task force work is completed, the Dean and task force chair will present the findings to the School.

IV. ADMINISTRATION OF ACADEMIC PROGRAMS

A. Dean and Vice Dean:

1. Dean:

a) The Dean reports to the University President and Provost’s Office.

b) The Dean’s major duties include, but are not limited to:
   (1) Providing academic leadership to all current degree and non-degree programs
   (2) Fundraising and increasing resources
   (3) Managing the School’s budget and physical resources (including off site facilities)
   (4) Making all final hiring decisions and negotiating contracts, rank and salary.
   (5) Increasing the quality of school, students and faculty
   (6) Stimulating faculty scholarship, research and creative practice to expand new knowledge for the discipline.

c) The Dean represents the school through his/her own professional reputation.

d) Through overseeing the Architectural Guild, and working with President and Board, the Dean should communicate with local profession, our alumni and global partners on a regular basis.

2. Vice Dean:

a) The Vice Dean assists the Dean in managing the school on a day-to-day basis.

b) The Vice Dean represents the school and the dean in the dean’s absence to the limits set by the University and the Dean.

c) The Vice Dean attends annual university committee meetings on a regular basis to maintain a solid communication bridge between the school and university.

d) The Vice Dean is considered by the Provost Office as a 'Dean of Faculty', as well as 'Dean of Research' if there is no other faculty appointed to this role, and is expected to oversee and manage all on going faculty hiring and development related issues in line with the University's faculty related policies, Faculty Handbook and UCAPT guidelines.
e) The Vice Dean works with the School’s staff supervisors in the Dean’s Office, Budget, Student Services, Facilities and Development to assist in managing the ongoing work of the entire staff to meet the needs of the School and its ongoing priorities.

f) The Vice Dean oversees all academic programs under the Dean regarding issues including, but not limited to, each semester faculty teaching assignments, implementing and managing budgets, enforcing school wide academic guidelines and practices, sharing of facilities and maintaining current degree and accreditation standards.

g) If the Dean decides that additional Dean’s level assistance is needed to maintain on going excellence in internal or external matters, the Human Resource Committee has made the recommendation that further appointments that the Dean’s Level be under the Vice Dean at the Associate Dean’s Level (such as Associate Dean of External Affairs, Associate Dean of Research, Associate Dean of Faculty, etc.)

B. Degree Program Leadership and Organization

1. The School of Architecture offers degrees at all three academic levels: PhD, Graduate and Undergraduate levels in four distinct disciplines: architecture, building science, heritage conservation and landscape architecture (See Appendix H for illustrative working diagram).

2. To ensure coordination of admission standards, human and physical resources, as well as the curriculum offerings within each programs, there exists four primary layers of vertical leadership:

   a) (THE SECTION UNDER REVIEW 020613-Not Approved) PhD Chair: Though currently in its initial years of growth and focused on Building Science focus, the PhD program is to accommodate a range of exceptional levels of architectural research across all four disciplines and as supported by funding and appropriate full time tenured faculty from the entire school. This program is thus located “above” any one discipline thread and is to be overseen by a PhD Chair, appointed by the Dean, to represent the highest standards of research and scholarship within the school and the field (see IV-C for basic PhD Chair Responsibilities).

   b) Discipline Head/Graduate Directors: To ensure academic and professional excellence within each type of degree program, the Dean will appoint four Discipline Heads: one for Architecture, one for Building Science, one for Heritage Conservation and one for Landscape Architecture. Each Discipline Head. Currently, based on scale of school and human resources available, any Discipline Head is always concurrently the Director of the Masters program in that particular Discipline as well and will hold both positions simultaneously: first, as Discipline Head, he/she vertically oversees all graduate programs, graduate certificates, undergraduate degree programs and minors associated with that discipline; and secondly, he/she will act as the Director of the Masters Program for that discipline (See IV-D below for basic Discipline Head/Graduate Director Responsibilities).

   c) Undergraduate Directors: If the scale of a particular undergraduate program warrants additional leadership (such as required for the B.Arch program), the Dean should appoint a distinct Undergraduate Program Director to oversee one or more of the School’s current Bachelor programs, to lead this program under the authority of the appointed Discipline Head of their area. Currently the School has four approved undergraduate programs: Bachelor of Architecture, Bachelor of Science in Architectural Studies, Bachelor in Landscape Architecture, and a multi-course sequence within Viterbi’s BS in Building Science Program, as well as several minors (See IV-E for basic Undergraduate Director Responsibilities).

   d) Special Coordinators: While the School offers courses concerning many issues such as theory, history, globalism, urbanism, housing, sustainability et al, a vertical discipline as described above is defined only for those that are degree-granting programs. If other issues are important to the core mission of the institution across all four disciplines, then the Dean may appoint “cross-discipline coordinators” who will work under all Four Discipline Heads to support and advance that aspect of the School’s profile (see Appendix A-H, and below in regard to global studies coordinator, for instance).

   e) (THE SECTION UNDER REVIEW 020613-Not Approved) PhD Chair Responsibilities:

   f) Overview: The PhD Chair is responsible for:

   (1) Recruiting appropriate students for this program to meet University guidelines and as further directed by the Dean,

   (2) Establishing program cohesiveness for candidates admitted,

   (3) Setting appropriate academic standards to ensure the highest level of scholarship, through the student’s dissertation process,

   (4) Working with Student Services to establish accurate advisement and recommendations,

   (5) Recommending teaching assignments for courses,
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(6) Overseeing thesis committee formation and progress, as well as GRS appointments
(7) Collaboration with other programs/opportunities within the school, the University, and professional community
(8) Working with Dean and Vice Dean to create and execute an annual program budget,
(9) Reporting to the Dean, EXCOM, and the University as needed to ensure full communication of short term and long term priorities

3. Appointment of PhD Chair:
   a) The PhD Chair is to be appointed for a three-year term concurrently as a series of annually renewable full time faculty appointments, balancing this administrative responsibility with ongoing teaching, research and service. The appointment can be renewed for consecutive terms at the discretion of the Dean.
   b) The PhD Chair should be selected for his/her ability: to ensure that the critical merits of each program are thorough and highly relevant to that particular field of knowledge; to represent a nationally recognized standard for research and/or scholarship, to be able to attract the best students each year through effective recruiting.
   c) Prior to a vacancy of the PhD Chair position, the Dean will request nominations and self nominations in writing from the faculty of the School of Architecture. Each nominee will provide a statement of direction, goals, and program ideas. Nominees must be full-time faculty members. Any PhD Chair may also be chosen as a result of an external faculty recruitment process for any full time faculty (outlined in the section of faculty hiring below).
   d) Prior to selection of any particular chair, the Dean will request advice and discuss each appointment with the Executive Committee.
   e) The Dean shall first seek tenured faculty to fill these positions. If the Dean feels it is important to consider a non-tenured faculty member or external candidate, he will more thoroughly discuss with the Executive Committee this potential candidate, providing a significant rationale for this choice before any appointment is negotiated (and following any necessary faculty hiring guidelines for full-time faculty as outlined in Section V, within).
   f) In addition to the faculty member’s regular nine month T/TT or FTNTT contract, an additional summer stipend will be added each year, appropriate to the program needs during this period, to ensure proper continuity of leadership over the summer months, particularly in May, June, August, when significant academic leadership and planning are required.
   g) As these appointments are full-time annual appointments with administrative duties, there is an expectation of an appropriate level of availability and timely response to all academic matters as they emerge on a daily basis during normal business hours throughout the year.
   h) All standard T/TT or FT-NTT faculty appointments will be adjusted in regard to teaching responsibilities, as negotiated with the Dean, based on the size of the program and current annual activities.

C. Discipline Heads
   1. Overview:
      a) The four discipline heads appointed to oversee Architecture, Building Science, Heritage Conservation and Landscape Architecture are not division or department chairs (those being appointed by the President of the University as chief administrative officer of a unit), but full-time faculty with a partial administrative appointment responsible for providing strong leadership toward the collective academic success of each program.
      b) The current breakdown of responsibilities are as follows:
         (1) The Architecture Discipline Head presides of over the M.Arch PP, M.Arch +2, Graduate Certificate in Architecture, Master of Architecture/Master of Planning Dual Degree, B.Arch program, BS in Architectural Studies four-year program, undergraduate minor offerings in architecture and various electives.
         (2) The Building Science Discipline Head presides over the MBS program, Graduate Certificates in Building Science, as well as the multi-course sequence at the undergraduate level within Viterbi’s BS in Building Science Program and various electives.
         (3) The Heritage Conservation Discipline Head presides over the MHC degree as well as Graduate Certificates in Heritage Conservation and various electives.
         (4) The Landscape Architecture Discipline Head presides over the Master of Landscape Architecture Program, the Graduate Certificate in Landscape Architecture, Master of Landscape Architecture/Master of Planning, the Bachelor of Landscape Architecture Program and joint BS in GeoDesign with the College of Arts and Sciences, and various electives.
2. Appointment of Discipline Head/Director of Master Program:
   a) Each Discipline Head/Director of Master Program is to be appointed for a three-year term concurrently as a series of annually renewable full time faculty appointments, balancing this administrative responsibility with on-going teaching, research and service. The appointment can be renewed for consecutive terms at the discretion of the Dean.
   b) Each Discipline Head/Director should be selected for his/her ability: to ensure that the critical merits of each program are thorough and highly relevant to that particular field of knowledge; to be able to attract the best students each year through effective recruiting, and to demonstrate an academic excellence in publication, research and/or practice.
   c) Prior to a vacancy in any Discipline Head/Director of Master Program, the Dean will request nominations and self-nominations in writing from the faculty of the School of Architecture. Each nominee will provide a statement of direction, goals, and program ideas. Nominees must be full-time faculty members. A program director may also be chosen as a result of an external faculty recruitment process for any full time faculty (outlined in the section of faculty hiring below).
   d) Prior to selection of any particular Discipline Head/Director of Master Program, the Dean will request advice and discuss each appointment with the Executive Committee.
   e) The Dean shall first seek tenured faculty to fill these positions. If the Dean feels it is important to consider a non-tenured faculty member or external candidate, he will more thoroughly discuss with the Executive Committee this potential candidate, providing a significant rationale for this choice before any appointment is negotiated (and following any necessary faculty hiring guidelines for full-time faculty as outlined in Section V, within).
   f) In addition to the faculty member’s regular nine month T/TT or FTNTT contract, an additional summer stipend will be added each year, appropriate to the program needs during this period, to ensure proper continuity of leadership over the summer months, particularly in May, June, August, when significant academic leadership and planning are required.
   g) As these appointments are full-time annual appointments with administrative duties, there is an expectation of an appropriate level of availability and timely response to all academic matters as they emerge on a daily basis during normal business hours throughout the year.
   h) As the scale and number of programs per Discipline Head ranges significantly, all standard T/TT or FT NTT faculty appointment will be adjusted in regard to teaching responsibilities, as negotiated with the Dean. As a base for consideration, the Discipline Head of Architecture/Director of Master Program would generally be relieved of three of the standard four courses expected per year for T/TT faculty (or, three of the six expected for a FTNTT faculty) assuming that a Director of the B.Arch program is appointed as well (see below IV-E1C), while the three other Discipline Heads/Director of Master Program would typically be relieved of two of the four courses expected per year for T/TT faculty (or two of the six expected for FT NTT faculty for this duty.)

3. Discipline Head (DH) Responsibilities:
   a) Admissions: Each DH is to oversee all recruitment activities, admissions processes and scholarship decisions for all degree programs under his/her charge, and work with a Dean-appointed admissions committee for each program as well as the School’s admissions staff person
   b) Teaching Appointments: Each DH is to work with the other Discipline Heads and the Dean’s Office before each semester to place all full-time and part-time faculty; he/she is to advise the Dean’s Office in the interviewing and hiring of any new part-time faculty for a particular course within a degree program under his/her charge, and partake in the annual committee for new FT
NRT appointments, as well as, review teaching evaluations each semester and make recommendations to the Dean regarding potential reappointments.

c) Curriculum Improvements: Each DH works with the Curriculum Committee to propose changes to the approved degree programs, and review any new course work through the Curriculum Committee. He/she is to create and manage any limited task force created to study and make recommendations on potential changes in the degree’s approved curriculum.

d) Facilities: Each DH works with the Dean’s Office and the School’s facilities staff to resolve facilities allocations and improvements before each academic year.

e) If any Director appointed by the Dean to work under the authority of the Discipline Head fails to complete their responsibilities adequately, then those responsibilities do not by default become the Discipline Head’s own per se but it is the Discipline Head’s responsibility to identify these deficiencies in a timely way and to work with the Vice Dean to resolve and complete the duties so as not to jeopardize/compromise any particular program or set of students at any given time.

f) Accreditation and other University reviews: Each DH holds the primary responsibility to ensure that all accreditation standards are being fully incorporated and thoroughly supported with each year’s offerings under his/her charge. In concert with the Dean’s Office, each DH overseeing an accredited program manages the accreditation visit as required by the accrediting body, and other review processes required by the larger University.

g) Student Services: Each DH works with Student Services to resolve all student-affairs related issues to their particular academic degree programs (on issues that transcend faculty, year coordinators or program directors domain of responsibility), consulting the Dean and Vice Dean when the issue can’t be resolved within the DH’s authority or the issue relates to the program chair him/herself.

h) Global Studies: Each DH works with any appointed Global Studies Program Coordinator or individual Global Studies Program Director assigned each year to ensure that every particular program offered within a certain degree program meets the academic standards expected and provides an academically enriched experience for our students with the safety and well-being of our students in mind as expected by the University.

i) Ancillary Activities: Each DH oversees the planning and execution of an annual graduating student show if appropriate for discipline; oversees the planning and selections for the School’s annual student work publication (formally, IDWRKS; currently, ‘index’); chairs the selection of any annual student awards for graduation and other related opportunities; approves of any proposed special guest lectures and additional resource allocation for programs under his/her charge before presenting to the Dean for final approval.

j) Three Year Plan of Priorities: Each DH is to make a report to the Dean and the Executive Committee annually which outlines program objectives agreed on with the Dean, tracks pending accreditation issues, sets recruiting targets/projected enrollment numbers, clarifies thesis expectations, articulates ancillary activities (including procuring key visiting faculty, specific lecture programs, publication programs, and special projects, exhibitions or workshops); and encourages the coordination of his/her own programs with other programs of the School, the University or at other peer institutions globally.

k) Budget Planning/Approval: Each DH works with the Dean (and Graduate Program Directors when applicable) to set particular budget priorities for year in the Spring to enhance instruction, and increase visibility (through arranging visiting lecturers, external consultants, annual exhibitions, field trips, etc.) through the year ahead.

l) Coordination of Directors and Coordinators: The Vice Dean will arrange a series of meetings each semester with all four Discipline Heads and the PhD Chair and appropriate staff to address ongoing common issues and emergent potentials regarding their academic programs. Any Undergraduate Directors, Global Studies Program Coordinators, design studio semester coordinators, or non-studio faculty may be asked to participate in these planning meetings as needed.

D. Degree Programs Directors

1. Overview:

a) Each Discipline Head also acts as the Director of Master Programs for their discipline by default of this position. Their terms in each role should be concurrent. Each Discipline Head may also act at the Director to any undergraduate degree programs within their vertical discipline thread if the scale of that program is small.

b) Because the B.Arch, BS in Architectural Studies and Minor in Architecture are connected academically, large in their combined scale and central in their importance to the School’s
mission, the Dean is to appoint an additional Director of Undergraduate Architecture Studies to oversee both programs, in order to provide additional leadership and organizational responsibilities, working with the Discipline Head of Architecture on all matters.

1. This appointment must be to a full time faculty member.
2. If not an appointment of a tenured faculty member, the Dean must explain justification for non-tenured appointment.
3. This standard appointment is for an annually renewable, three-year term.
4. As base for consideration, the Director of Undergraduate Architectural Studies would be relieved of three of the standard four courses expected per year for T/TT faculty (or three courses out of six courses expected for a FT NTT appointment), with an additional summer stipend provided to cover critical time in May, June and August.

c) Because both the M.Arch Program and the Master of Landscape Architecture Program are large in scale as well as complex due to accreditation requirements and tracking, an additional assistant director may be appointed to assist the Director on matters of degree progress, transcript assessment, student advisement, and some areas of faculty-student communications.

2. Responsibilities of the Degree Program Directors

a) Overview: Each Degree Program Director is responsible for program cohesiveness, the academic standards and student quality each year, recommending teaching assignments for courses within that discipline, thesis committee formation and progress, general program specific advising, and collaboration with other programs/opportunities within the school, the University, and professional community.

b) Admissions/Recruiting: As the Degree Program Director provides direct leadership on all matters related to recruiting, admissions, and scholarship recommendations for the particular degree programs under his/her charge, working in conjunction with the Vice Dean and Dean and with the appropriate school admissions staff and program specific faculty each year to ensure excellence.

c) Curricular Development: Each Director should manage and propose on-going curricular development for courses required by the degrees under his/her charge and for elective opportunities related to the Program, following the established process of the School, and in consultation with the Vice Dean and Curriculum Committee.

d) Student Advisement: Each Degree Program Director should create access for each student to have direct personal student advisement at critical points, such as pre-registration to address progress with their degree program, select appropriate electives and plan for certificates if appropriate in addition to the support and technical assistance provided by Student Services as required.

e) Accreditation: If a Degree Program Director oversees a degree program which is required to hold continued accreditation, then the Director is responsible for managing each required visit, and ensuring the standards are exceeded each term by all faculty in all required courses; Each Degree Program Director must oversee all annual reporting required by the accrediting body as well as lead all accreditation visits, under the overview by the Dean’s Office.

f) Creating Connections to University and External Community: Each Degree Program Director should work with the Vice Dean and other Discipline Heads on a on-going basis to leverage existing and potential opportunities in connecting their program with other meaningful alliances at the University and the professional community.

g) GRS Oversight: Each Degree Program Director should work with appropriate School Staff to create and then promote a productive relationship between faculty and their assigned Graduate Research Scholar each semester.

h) Reports: If not adequately covered by standard reporting of the related Discipline Head (to Ex Com and at monthly Discipline Head meetings with Vice Dean, individual Degree Program Director might be asked to write a brief annual report to the Executive Committee to summarize agreed priorities, admission targets, and any particular requests for additional resources beyond the norm. Deadlines for this report will be coordinate with the Vice Dean in the monthly Discipline Head meetings.

i) Budget Proposals/Approvals Process: Each Degree Program Director will be provided a complete and accurate summary of any related endowments for upcoming year and a general budget scale prior to the beginning of each school year by the Dean’s Office. The Degree Program Director will then work with the Dean and Vice Dean on prioritizing enhancement opportunities for that year, and propose strategies to seek addition resources if necessary.

E. Cross Discipline Coordinators and Design Studio Semester Coordinators

1. If there is an issue which is central to the mission of the School, yet we do not offer a degree-granting program in that area (such as History/Theory/Criticism or Sustainability or Global Studies), then the
Dean may choose to appoint a Coordinator to work under the appropriate Discipline Heads to help facilitate, coordinate and manage courses, extracurricular opportunities, university relations, and other initiatives related to that topic or area. (See Appendix H for a draft list of such issues).

2. (THE SECTION UNDER REVIEW 020613-Not Approved) Currently, for the Undergraduate Programs, a Global Studies Program Director (GSPD) is to be assigned to each study abroad program approved by the university to ensure an enriched academic experience of that program which fits within the intentions of the larger degree program sequence. These multiple Global Studies Program Directors work under a Dean appointed Global Studies Coordinator. Working with the GSPD, the GS Program Coordinator oversees the safety of the students while off campus, coordinates all accommodations/travel itineraries for the semester, supervises all faculty teaching under the program, manages the budget approval process, and is responsible for ensuring that all mid term evaluations, final grading and course evaluations are completed as required by the University. If an individual studio or course instructor wishes to plan a required (or strongly encouraged) off campus excursion that exceeds the class time assigned (whether global or local), then that required excursion must be approved by the Dean’s Office and overseen by the Discipline Head in that area.

3. A Design Studio Semester Coordinator is assigned for a particular group of year level studios each semester. The studio coordinator is to organize and oversee the work of all faculty and students within this studio group to ensure that the assumed academic focus of that particular studio, as well as the any particular accreditation standards, are met by all the studios in that group each term.

V. FACULTY
A. Role and General Function of the Faculty: The Faculty makes all policy decisions relating to the curricular and academic operation of the School.
B. There are several faculty appointment types:
   1. Part Time Appointment Titles: Lecturer, Senior Lecturer, Adjunct, Visiting, Emeriti
   2. Full Time Appointment Titles: Full Time Non Tenure Track (Professor of Practice), Visiting, Tenure Track, Tenured.
   3. These types with available ranks are outlined more completely in the appendix document, Appendix A: Section A
C. Part Time appointments:
   1. The majority of our faculty are part time faculty, many who have developed long standing relationship with the institution. Prior to each term, the degree program chairs and graduate program directors will recommendations to the Dean’s Office any new, continuing or non-continuing part time appointments with courses which contribute to their degree progress.
   2. As we are a single school with one faculty, without individual departments, it is the responsibility of the Dean’s Office to ensure all tenured, tenure track, FT NTT faculty as well as part time faculty are appropriately assigned each term.
   3. If there are areas where new faculty are determined to be needed, the process for hiring for each available position must follow USC hiring and equal opportunity procedures—with a publicly posted position, thorough review of applicants, interviewing of multiple candidates, and with an appreciation of diversity in the broadest of senses (for example, architectural point of view, age, gender, ethnic background etc.) Prior to forwarding recommendations: the Dean, Vice Dean or a representative tenured faculty member needs to participate in the interview process. The Dean alone negotiates all contracts and titles with any potential candidate prior to any stated agreement to hire.
   4. The Dean will request review by the Human Resource Committee, as needed, of any proposed use of the Adjunct title to ensure it is assigned based on criteria as outlined in Appendix A: Section A (faculty profiles) and any annually considered proposed promotions within the part time ranks (lecturer to senior lecturer; or assistant adjunct to associate adjunct to full adjunct).
D. Full Time appointments:
   1. The tenured and tenure track faculty participates directly in full-time regular faculty appointment, promotion, and tenure decisions.
   2. FT NTT (non-visiting) Hiring and Appointment Process:
      a) The Dean shall prepare for distribution to the faculty a rationale that details the School’s need for a new FT NTT position or positions.
      b) The Dean shall select a chair of the search committee from among tenured, tenure track faculty.
      c) Faculty interested in serving on the committee shall notify the Dean of their interest and should be considered for such service.
      d) The Dean shall appoint a minimum of three members to serve with the Chair on the search committee, which should include the appropriate Discipline Head and/or Program Director and
One Member of the Human Resource Committee. Of the four minimum committee members total needing to constitute the committee, at least three of whom must be tenured or tenure track faculty. The Dean shall insure that there shall be adequate representation in the area of specialization in which the search is being conducted.

e) The School shall prepare an advertisement that shall be placed in journals and newsletters commonly read by architects, allied professionals and academics in areas of specialization, as appropriate. Advertisements should be placed early enough to insure that enough time should be available for the proper evaluation of candidates. The committee shall proactively recruit individuals based on their knowledge, scholarship, record of publication, and ability/experience in teaching. Increased diversity remains a goal. All applicants shall be considered independent of race, gender, religion, ethnicity, origin or political affiliation. The current EEOC requirements shall be followed.

f) Candidates shall prepare a complete CV including copies of publications, examples of built work, papers, research work, etc. Included in the file should also be copies of any teaching evaluations they have from USC or other schools. Also included should be a statement of their professional and academic interests.

g) The Dean's administrative assistant shall hold these files and make them available to committee members. The committee shall review the files, select a short list, and inform these candidates about confidentiality issues. The committee may also request additional material from the candidates. To proceed, candidates must relinquish confidentiality. The committee shall interview the candidate and ask them to make a brief public presentation on their area of expertise. The collective interviewing/presentation process for all the FTNTT candidates each year (typically one or more meetings, each one with multiple short candidate presentations) shall be open to all faculty and students. This must be accomplished in a timely manner so that candidates are able to visit and faculty evaluation can be completed during the period when classes are in session in either fall or spring terms.

h) Once candidates are publicly announced, the Dean’s administrative assistant shall make the files available to the faculty for review and comment. Faculty reviewers should send confidential correspondence or speak with the committee chair to report their opinion(s) of the candidate(s). Faculty should be encouraged to forward comments to the committee of any experience with the candidate.

i) The committee shall receive and review comments made by all faculty and students about the candidate. After reviewing all the pertinent information, the committee shall meet, formulate, and present a rank ordered recommendation of candidates to the Dean.

j) In addition to judging the competency of the candidate, the recommendation shall include suggestions about how the person could best fit into the program including workload assignments.

k) After taking into consideration comments from the faculty and the committee's report, the Dean shall make the final decision about the appointment of each candidate.

l) Each FT NTT position is annually renewable, based on the ongoing academic needs of the School. FT NTT faculty are to be re-reviewed by the School on a three-year cycle. At this point, any such faculty will be asked to submit a letter of continued intent, a current CV and to make a brief public presentation to the FT NTT Search Committee, who will report to the Dean their assessment. Considerations for promotion will also be evaluated through this Committee review process.

3. Tenure Track Search and Lateral Hiring and Appointment Process:

a) Committees composed of tenured or tenure-track faculty members shall be appointed by the Dean, in consultation with the Executive Committee, to recruit new full-time tenure track (FT TT) faculty as well as potential new lateral hires with tenure.

b) The Dean shall prepare for distribution to the faculty a rationale that details the School's need for a new FT TT or T position or positions.

c) The Dean shall select a chair of the search committee from among tenured and tenure track faculty.

d) Faculty interested in serving on the committee should notify the Dean of their interest and should be considered for such service.

e) The Dean shall appoint a minimum of three members to serve with the Chair on the search committee (for a minimum of four members). At least three of four committee members must be tenured or tenure track faculty. The Dean shall insure that there shall be adequate representation in the area of specialization in which the search is being conducted. External professionals may be asked to act as members if no current tenure track or tenure faculty can adequately represent the particular area of specialization of the search.
f) The School shall prepare an advertisement that shall be placed in journals and newsletters commonly read by architects, allied professionals and academics in areas of specialization, as appropriate. Advertisements should be placed early enough to insure that enough time should be available for the proper evaluation of candidates. The committee shall proactively recruit individuals based on their knowledge, scholarship, record of publication, and ability/experience in teaching. Increased diversity remains a goal. All applicants shall be considered independent of race, gender, religion, ethnicity, origin or political affiliation. The current EEOC requirements shall be followed.

g) Candidates shall prepare a complete CV including copies of publications, examples of built work, papers, research work, etc. Included in the file should also be copies of any teaching evaluations they have from USC or other schools. Also included should be a statement of their professional and academic interests.

h) The Dean’s administrative assistant shall hold these files and make them available to committee members. The committee shall review the files, select a short list, and inform these candidates about confidentiality issues. The committee may also request additional material from the candidates. To proceed, candidates must relinquish confidentiality. The committee shall interview the candidate and ask them to make a presentation. The interviewing/presentation process shall be open to all faculty and students. This must be accomplished in a timely manner so that candidates are able to visit and faculty evaluation can be completed during the period when classes are in session in either fall or spring terms.

i) Once candidates are publicly announced, the Dean’s administrative assistant shall make the files available to the faculty for review and comment.

j) Faculty reviewers should send confidential correspondence or speak with the committee chair to report their opinion(s) of the candidate(s). Faculty and students should be encouraged to forward comments to the committee of any experience with the candidate. Unless otherwise noted by the faculty submitting, these comments will be forwarded to the Dean as an addendum to the Search Committee’s letter.

k) The chair of the search committee shall call a meeting of the entire tenured and tenure track faculty to discuss and vote by secret ballot on each of the candidates. This is a critical responsibility for every tenured and tenure track faculty and all effort should be made to participate in the discussion and voting process. There may be more than one meeting. After a discussion of each candidate under consideration, a vote will be taken. The faculty secretary and committee chair shall count the ballots. For faculty away on school business or other dean-approved reason only, their absentee votes of support or non-support will be included if sent in writing to the Secretary of the Faculty and received prior to the scheduled meeting time. Each candidate that has 51% or more “Yes” votes out of the votes cast for each individual shall be identified as having the support of the faculty. An abstention (by faculty present or in abstentia) is considered a non-vote, and is not to be included in the calculation of total number of faculty voting to determine the percentage of support, nor should it be considered to a vote against the candidate. With multiple candidates, the total number of votes cast may vary significantly for each candidate, and these totals must be adjusted in calculating the final percentage of support. Thus, the final percentage recorded for each candidate may vary significantly in the extent to which the vote reflects the majority view of the faculty. The final percentage only represents the final percentage of support for faculty who voted, did not abstain and were not absent. For lateral hires, this vote of support does not constitute a vote in support or non-support of tenure; instead this vote only represents a vote of support or non-support for an offer to be made by the Dean and as such both tenured and tenure track may participate. (Note: If an offer with tenure is then made and accepted, the School will then follow UCAPT guidelines and standard School tenuring protocols requiring a separate meeting, discussion and vote with only tenured faculty.)

l) The search committee will write a summary letter of recommendations to the Dean, characterize the strengths and weaknesses of each candidate and include the numeric results of the faculty vote. This letter will not try to characterize the diverse voice of the faculty per se as the faculty will not be given an opportunity to review the letter, but instead should focus on the assessment of the committee itself; and as stated, the chair will attach the individual faculty comments submitted to the committee as a separate addendum. The committee shall formulate, and present a rank ordered recommendation of candidates to the Dean.

m) In addition to judging the competency of the candidate, the recommendation shall include suggestions about how the person could best fit into the program including workload assignments.
n) After taking into consideration comments from the faculty and the committee's report, the Dean shall make the final decision about the appointment of each candidate.

4. General Conditions for Full Time Hiring:
   a) The ratio of full time non-tenure track faculty to all full-time faculty shall not exceed 40%.
      \[40\% = \frac{100 \text{ NTT}}{(\text{NTT+TTT})}\]
   b) With regard to promotion of Assistant Professors to the rank of Associate Professor with tenure, and of a probationary Associate Professor for tenure, and any lateral hire of a tenured faculty from another institution, all tenured faculty shall review dossiers assembled by the Secretary of the Faculty and the candidate, and meet to recommend action by the Dean.
   c) With regard to promotion from Associate Professor to the rank of Professor, all full professors shall review the dossier assembled by the Secretary of the Faculty and the candidate and meet to recommend action by the Dean.
   d) All School of Architecture faculty shall be provided the opportunity to contribute written assessments of any candidate to be included in the candidate’s dossier.
   e) The School shall maintain an open file of updated policies and procedures of the University and the School regarding appointments, promotions and tenure.

5. Faculty Workload:
   a) Faculty workload is based primarily on the needs of the School and also on the abilities and interests of the faculty. USC’s Faculty Handbook outlines the full extent of any faculty member’s complete responsibility as understood by the University and Board of Trustees. Annual Evaluation shall be based on the accomplishment of these duties.
   b) Full time tenured and tenure-track faculty typically have a distribution of 40% teaching, 40% research/scholarship/professional work and 20% service. This profile may be varied based on recorded negotiation with the dean and should be considered at annual reviews and for promotion.
   c) Full time non-tenure-track faculty workload is based on a recorded written description of responsibilities, which shall be considered at annual reviews.
   d) For a more complete description of each faculty profile type as defined by the School of Architecture and their relative annual loads, see Appendix A: Section A.
   e) For the School of Architecture’s further interpretation of the Faculty Handbook’s limits on external work for full time faculty, see Appendix A: Section C.

E. STAFF STRUCTURE
1. Overview: The School of Architecture administrative staff members are an essential part of the School’s success in meeting current needs and future planning and are organized around the following teams.
2. See Appendix G for current list of Staff Roles in the School of Architecture.
3. Each Staff Person reports to a Supervisor, who helps manage and set priorities for the staff on an ongoing basis. If a Faculty Member wishes to have staff assistance to complete a School related project which will take significant additional time of a staff person or is beyond that staff person’s normal profile or load, then the Faculty member should first discuss this request with the Vice Dean and the staff person’s Supervisor. This will ensure the work can get done for the Faculty member with the most assurance and support of the School.
4. Any expansion of staff support and/or reorganization plans should be fully discussed by the Dean with EXCOM prior to any announcement or search to ensure advice on efficiency in meeting the school’s mission are sought in advance.

VI. CIVILITY AND RESOLUTION OF CONFLICTS
A. Overview
1. “The University of Southern California expects that all members of the community – students, faculty, staff and friends – should be able to pursue their work and education in a safe environment, free from sexual coercion, violence and intimidation of any kind.” (Scampus, http://web-app.usc.edu/scampus/)
2. The Faculty, Staff and Students of the USC School of Architecture should treat each other with dignity and respect. Debate and discussion of ideas are encouraged, however, when differences occur, steps should be taken to prevent behavior that is harassing, abusive, or offensive, and to instead discuss how to resolve any conflict in a satisfactory and amicable manner.
3. The School of Architecture is dedicated to the fair and equitable treatment of all members of the university community. Resolution of conflicts or disagreements between individuals is of great importance to the operation and morale of the School. The goal is always to facilitate the quick and fair resolution of any disagreement or conflict.
4. Faculty, both through their academic credentials and professional status, are expected to be appropriate role models for the students, colleagues and staff members in the School of Architecture. Staff
members are professionals, working within a diverse environment and should act as the situation demands. Students are adults, in the pre-professional stages of their career, and are not all alike -- some have families, some have other careers, others are balancing commitments to jobs and school. In all cases, everyone should show respect for the other members of the community and help to provide an environment where people are encouraged to learn, freely express opinions, and interact in a mutually beneficial manner with others.

5. To this end, the University has well defined policies related to harassment, discrimination and violence that specify the appropriate university offices and procedures that are to be followed in the event of a complaint. Please refer to the Scampus (for student conduct), Staff Employment Policies and Procedures (for staff conduct), and the Faculty Handbook (for faculty conduct) as appropriate. If occurrences of harassment, discrimination, or violence occur, they must be reported, preferably in writing, to the Dean’s Office for issues related to faculty and students, and to the designated human resource staff supervisor for staff related issues.

B. In general, an ideal workplace whether a studio, committee meeting or particular office situation, should rely on the “Five Basic Principles for a Collaborative Workplace”:

1. Focus on the situation, issue, or behavior and not the person. You should work constructively with the people involved; if problems occur, focus on how that situation can be resolved and not on interpersonal dynamics or specifically personal characteristics.

2. Maintain the self-confidence and self-esteem of others by pointing out what they are doing correct and with good intent, discovering ways for them to overcome shortcomings.

3. Maintain constructive relationships.

4. Take initiative to make things better.

5. Lead by example.

C. General Points to Consider:

1. At all times, students, staff, and faculty should treat each other in a professional manner. Loud shouting or insulting speech is not acceptable. Obscenity, profanity, or intimidation of any kind should not to be used at any time in the presence of others. This concept also applies to all non-verbal communications, such as e-mail and memorandums.

2. Be aware of the cultural diverse backgrounds of the students, staff, and faculty as people may react in ways they feel are acceptable in behavior, language and in terms of what is appropriate to display publicly in the workplace. Open communication can usually alleviate this problem, or involving a third party to mediate the diverse viewpoints and allow the parties to come to resolution. As a first step, for faculty, they should contact the Vice Dean to discuss any situation; and for staff members, they should first contact the School’s Human Resource Representative. The University’s Office of Equity and Diversity can be also consulted as needed as they have significant experience in mediating workplace issues across the University.

3. It is important to remember that the School is a collaborative effort among other departments in the University system and that deadlines must be both properly defined and observed. Because we outsource many items (outside vendors, printing, parking, copying, reimbursements and payroll, textbooks, etc.), strict adherence of stated deadlines must be met to alleviate any undo anxiety. Do not short circuit the process for approval; give yourself enough time to work through and with the coordinators, directors and chairs of the various programs.

4. Faculty must understand that staff members are also being assigned tasks by university and departmental administrators as well as other faculty members. Staff may not be always able to respond to last minute requests due to other current obligations, and should never be asked to perform duties of a personal (non-school related) nature. A staff’s desk must be fully respected as a their own work environment.

5. Staff should always make a concerted effort to complete necessary tasks. If faculty or staff make a request that cannot be fulfilled in the available time or conflicts with other assignments, staff members should inform the requester or the staff’s own supervisor about the conflict and how it can best be resolved. Communication is essential so that all parties understand the deadlines and priorities involved.

6. All requests for any absence of faculty and staff must be appropriately reported to a supervisor prior to the absence.

D. Conflict Resolution:

1. Sometimes, however, conflicts do arise between faculty members and students, staff, and faculty. These should be dealt with in a timely, proactive, and respectful manner. Attempts should be first made to settle problems directly between the conflicting parties, without bringing in "upper levels of
management" unless the situation can not be resolved at that level, or potentially involves a type of harassment within a protected category (which should always be reported to a supervisor).

2. If the matter is unresolved after informal discussion between the parties involved, employees may request that their supervisor or manager investigate the situation. In many cases, the problem can be resolved without resorting to formal complaint procedures. If talking with the supervisor or next higher level of supervision does not resolve the complaint, the parties involved should contact the Vice Dean for faculty and student related conflicts or the School’s Human Resource Manager for staff so that university procedures can be followed for further investigation and review.

3. In all cases, both parties should focus on the problem itself, trying to separate the conflict at hand from personal issues. Issues should be resolved privately if at all possible and not discussed beyond the participants once the issues have been resolved, unless special conditions warrant informing specific people.

4. In resolving academic issues, keep the focus on the academic issues; do not make things personal, and avoid coupling past conflicts with the current situation. Because of our culturally diverse membership, "normal" reactions might vary from what you might personally expect, be alert and considerate of the other party's view of the situation. Empathy regarding the responsibility or point of view of the other community member involved can greatly advance resolution of any particular situation.

5. Faculty can and do disagree, both on theoretical and mundane day-to-day “how to do things” issues. The School encourages discourse on an extremely wide range of issues, all within the correct context and time. Faculty must not say negative things about the actions or opinions of other faculty members to the students. Differences of opinion are welcomed, but to undermine another faculty member with the students shows great disrespect for both the individual and the School as a whole and must be avoided.

6. With conflicts between faculty and students, the faculty should remember that generally this is not seen as an equal pairing. The faculty member is often in charge of grades, has some control over the situation, and is seen as an authority figure. Use good judgment in deciding when and how to discuss an issue with a student. Find a neutral place to talk the problem out. Involve a student service advisor, coordinator or Discipline Head if appropriate. Most problems can and should be resolved at this level.

7. For grade appeals, students should first speak directly with the faculty of the course for which they would like to appeal the grade. If this does not resolve the conflict and further review is requested, a student should follow the grade appeal procedure by visiting the Student Services Office to submit the appropriate request.

E. Studio Culture Document:

1. The Studio Culture Document is a living document, re-ratified and updated each spring to address many of the common issues related to studio life and performance. It is to be signed by all faculty and students involved in supporting a highly productive and respective studio environment (see Appendix A, Section D).

APPENDIX A: RELATED Non-Curricular DOCUMENTS VOTED ON BY FACULTY

A. Faculty Profile Summary (Approved 020211)

B. General Standards for Tenure Track Faculty (Approved 02011)

C. Restrictions on Outside Activities for Tenure and Tenure Track Faculty (Approved 020211)

D. Studio Culture Document (Updated and Approved Updated)

E. Adjunct, TT, Tenured Faculty Research Fund Summaries (Approved 020211)

F. SoA Attendance Guideline (Approved 020211)

G. Outline of Staff Roles (Updated Annually)

H. Working Map of Current Degree Programs (Approved 020613)

I. Working Map of Larger School Structure (Approved 020613)
USC SCHOOL OF ARCHITECTURE
PT / ADJUNCT / FT NTT/ TT / T / VISITING / EMERITUS

FACULTY PROFILE SUMMARIES:

Note For All Appointment Types and Profile Descriptions: The complete terms of all faculty appointments must be referenced first to University Policy and Faculty Handbook (latest version 2008). These ratified agreements govern the terms of all faculty contracts regardless of individual School clarifications such as those in these varied profile descriptions.

It is important to note that the titles used by the School of Architecture (such as lecturer, adjunct, visiting, FT NTT, Tenure Track, and Tenured) are not to be understood as a primarily vertically organized group based on inherent promotion from one to the next, but is a horizontally organized group with each category having its own inherent profile and value to the institution based on the profile of the faculty member (for instance, some adjuncts can be considered as equal to some tenure track to the current mission of the school and some senior lecturers being more expert than some tenured faculty in particular areas, etc.). Thus throughout this document, one will find language to reinforce this notion that titles define individual profiles rather than are determined inherently by time at the institution.

PART TIME PROFILE:
The School of Architecture has long benefited from the extraordinary efforts of our part-time faculty. This faculty group represents a critical body of knowledge and experience without which our professional degree programs would be diminished and our pursuit of excellence undermined.

Lecturer:
The large majority of our part time faculty hold title “Lecturer.” Part-time lecturers are able to teach between 1 credit unit to 9 credit units each semester, and have taught at USC or a peer institution up to 10 years within their current area of teaching. Lecturer appointments are not granted by rank (such as Assistant, Associate or Full Professor).

Senior Lecturer:
The title “Senior Lecturer” is reserved for those part time faculty teaching between 1 credit unit to 9 credit units each semester who are a recognized expert in a particular area of the discipline in which they teach and have taught at USC or peer institutions for over 14 semesters (or 7 years) as a lecturer in good standing, demonstrating exceptional teaching skills each term. The title is not common, and there is not an automatic promotion to this title due to years of teaching or service.

Visiting Part Time Profiles:
See full description of the various Visiting Faculty Profiles on page 5-6 of this document.

If any part-time faculty member takes on administrative duties or special assignments (usually negotiated with the Dean), these duties are compensated through an administrative stipend. This is typically in addition to the core teaching salary.
ADJUNCT PART TIME PROFILE:
Adjunct Faculty in the School of Architecture represent a group of part-time faculty that have
distinguished credentials, a on-going relationship to the school each year and who have
contributed over an extended period of time to the success of the School’s academic mission.

As outlined in the University’s Faculty Handbook, the title of Adjunct is defined as follows:
“ADJUNCT designates an individual whose professional accomplishments qualify him or her for
a ranked position on the faculty to teach in an area of special expertise (Part-time only).”

For the School of Architecture, the term adjunct is first and foremost reserved for those faculty
that have firmly established a recognized and awarded professional external profile. And
secondarily this distinction may also be partially based on number of years at this institution,
total years teaching or additional services or administrative responsibilities the faculty member
maintains.

All part time faculty (whether as lecturers, adjuncts or visiting faculty) are expected to maintain a
vibrant professional profile in regard to their work outside of the institution. An adjunct faculty
member is expected to hold a distinguished professional profile based on awarded built work or
critical publications with annual recognition appropriate with each rank.

Because recognized excellence is a fundamental characteristic of an adjunct, adjuncts are
expected to teach in only very strategic and limited ways within the school.

The term Adjunct is used to modify the titles: Instructor, Assistant Professor, Associate
Professor, and Professor (such as "Adjunct Associate Professor").”The majority of our part-time
faculty hold the title of ‘lecturer’ as described within the part time profile. As a means of
distinction, ‘adjunct’ is a negotiated title for part time faculty based on their distinction of
expertise in the field and is never granted by default solely due to length of commitment to USC.
Once negotiated, the School of Architecture provides rank per the following general guidelines:

**Adjunct Professor**—
Equivalent to Faculty with a Strong, Recognized International Reputation, +15 years of teaching and/or
15+ years commitment to USC

**Adjunct Associate Professor**—
Equivalent to Faculty with a Strong, Recognized National Reputation/Identity, 10-15+ years of teaching
and/or 10-15+ years commitment to USC

**Adjunct Assistant Professor**—
Equivalent to Faculty with Strong, Recognized Local Reputation/Identity, 5-10+ years of teaching and/or
3-10+ years commitment to USC

An adjunct faculty’s teaching load can range from 1 to 9 credit units per semester. The
contract for an adjunct faculty member can be semester by semester, an annual contract, or
a three-year (annually renewable) contract.

A part-time adjunct faculty member can be granted voting rights each semester (except
governance matters such as tenure and promotion) if the adjunct faculty member is currently: 1.
Teaching under a three-year contract, 2. Is at the adjunct rank of associate or full 3. Has taught
for the equivalent of three years at USC, 4. Has a part time appointment
at 50% load (or +5 units) for that semester, and 5. is willing to accept and fulfill this
If an adjunct faculty member takes on administrative duties or special assignments (usually negotiated with the Dean), these duties are compensated through an administrative stipend. This is typically in addition to their teaching salary.

No faculty member is automatically considered ‘full time’ regardless of the units of teaching or the administrative duties agreed to by the faculty member. A full-time appointment (FT NTT, TT, T) can only be granted to an individual who has applied to an advertised open search for that position with its prerequisite faculty review, negotiation with the Dean, and approval by the University as appropriate.

REVIEW PROCESS FOR ANNUAL OR INTERMITTENT REAPPOINTMENT:
Each year, in the fall semester, the Human Resource Committee to review on-going part time adjunct appointments for each faculty member for every 3 years of continual service within a particular title/profile. Also, as many part time faculty members teach at USC only periodically and intermittently, adjunct titles will be reviewed for their appropriateness at the time of each re-appointment and are not to be considered automatically continuous.

FULL TIME NON-TENURE TRACK PROFILE:
The School of Architecture FT NTT faculty constitute a vital part of our School. These faculty are distinct from other faculty profiles (those being: part time lecturer, part time adjunct, visiting, tenure track, and tenured faculty) and are essential to the success of the school’s academic mission. FT NTT faculty are to have distinct activity profiles relative to the tenured and tenure track faculty profiles as well as clear distinctions in their academic titles limited to Assistant, Associate or Professor of Practice.

By definition, a full time non-tenure track faculty position does not lead to tenure, nor is there to be any expectation of eventual tenure on the part of the faculty member or the academic unit upon hire. The university discourages any changes from FT NTT to TT profiles as in many cases this can be seen as a default extension of the tenure clock, thereby potentially undermining the integrity of the tenure system as a whole.

Following the School’s Organization and Procedures document outlining the process of FT NTT appointments, most FT NTT appointments are made on fixed term annual or three-year (annually renewable) contracts. The contract is renewable each year after an annual review by the School’s Executive Committee and at the discretion of the Dean based on the continued needs of the School. As stated within the Faculty Handbook, a substantial review of each FT NTT faculty’s performance every three years is required to ensure a continued distinction of this faculty appointment from a tenure track faculty profile type. At this review, the FT NTT faculty and the School should both make a clear case for the mutual benefit of a continued appointment. Promotional guidelines for each FT NTT should be provided at the time of this review.

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1 The total number of adjunct appointments with voting rights each semester is restricted by the School’s Organization and Procedures Document, which states the total voting positions for all non-TT/T faculty can not exceed 40% of the school’s total voting population (or all Tenure/Tenure Track, FT NTT and any potential remaining adjunct appointments combined). If the total number of voting eligible adjuncts ever temporarily exceeds the voting positions available by the 40% rule, the voting eligible adjunct/retired faculty will be ranked by number of semesters of teaching at USC—with those having the most contracted terms given voting rights first. The adjunct faculty with voting rights must understand their presence or absence will affect quorum numbers so this appointment comes with additional responsibilities.
Primarily, FT NTT appointments should address the immediate academic needs of the unit not able to be filled by TT or T faculty and are deemed best filled by a FT NTT appointment. In some cases, these appointments might also be made to provide longer-term continuity in essential core teaching assignments. For ‘research’ faculty, these appointments might be made in conjunction with multi-semester grant funded research projects being brought through the School directly, with minimal teaching responsibilities.

In either case, FT NTT faculty are not evaluated or compensated on the same 40% teaching, 40% research, 20% service profile of the FT T/TT faculty, but more particularly to their own negotiated 100% load.

A few potential examples of FT NTT teaching loads might be equivalent to:
- Teaching 6 courses annually
- Teaching 4 courses annually with additional duties (Director/Sp. Project)
- Teaching 2 courses annually; 60% Funded Grant Brought Through Unit

As voted on by the faculty, the number of such reappointments and new appointments are constrained by the 40% limit of all non-TT/T voting eligible positions (the total number of voting eligible Adjuncts + FT NTT appointments combined are limited to being 40% of all eligible adjunct/FT NTT/T/TT positions). All FT NTT are granted voting rights for the full length of their term (thereby this population determines the remaining number of potential adjunct voting slots each semester). Each FT NTT faculty is to serve on one of our five school committees annually, are granted appropriate voting privileges, and are eligible to be elected to Executive Committee as well as the Faculty Senate.

FULL TIME TENURE/TENURE TENURE TRACK PROFILE:
The School of Architecture Tenured and Tenure Track faculty constitute the core faculty body of the School. Maintaining the authority and vitality of these faculty positions is considered essential to the long-term viability of the school, and the University as a whole.
As stated in the Faculty Handbook, all tenured and tenure-track faculty members are expected to make a significant contribution in each of the three areas of responsibility: teaching, research and service. The School of Architecture assumes (unless otherwise negotiated on a case by case basis) that all tenured and tenure track faculty members will fit the standard academic load profile of 40% teaching, 40% research and 20 % service. This load ratio can be readjusted by the Dean in consultation with the faculty member. It must, however, ensure this person is maintaining an activity profile in all three areas of responsibility.

Tenure track faculty are typically granted a one semester release from teaching in the 7th semester following their third year review.

Teaching: The typical annual Tenure and Tenure Track teaching load of four courses a year (approximately 14-16 units). As unit count, contact time, size of class, co-teaching assignments, coordination assignments and required outside review/grading vary greatly, adjustments to this basic load can occur on an individual basis. All faculty are assumed to be involved in thesis committee assignments at the graduate level (1-3 annually).

Research: Tenured and Tenure Track Faculty are expected be involved in research/scholarship/creative practice which contributes to the school’s “national or international reputation.” Engaging the larger professional community, mentoring students involved in their scholarship,
attending conferences, writing proposals and grants, and participation in peer review panels are assumed normal academic activities, in addition to the primary on-going publication activity of research, scholarship, or creative work.

Service: Tenured and Tenure Track Faculty are expected to serve on at least one of the school’s standing committees. They will also stand for election to the school’s executive committee and should embrace the opportunity to serve on at least one university committee. According to the Faculty Handbook, “it is expected that the service functions of the University will be carried out largely by tenured faculty members. Tenure-track faculty and non-tenure-track faculty generally have reduced responsibilities in service activities.” Particularly in the area of junior faculty mentorship, each tenured faculty member holds a distinct responsibility to the unit.

If faculty are asked by the school to perform defined administrative duties such as directorships beyond the School’s typical committee assignments, that appointment can either be handled as an additional administrative stipend or the dean and the faculty member can negotiate a reduced teaching/research or service load for the length of that administrative appointment. In either case, this faculty member’s annual review form should be altered to reflect this particular change in basic core responsibilities.

VISITING FACULTY PROFILE:
The School of Architecture also benefits from appointing part time and full time “visiting” faculty. As stated in the Faculty Handbook, a visiting appointment “designates temporary faculty who are: (a) citizens of another country limited by their visas to temporary service; (b) on leave from another university or college; or (c) on leave from industry, government, or the professions. The term is used to modify the titles: Instructor, Assistant Professor, Associate Professor, and Professor (such as "Visiting Associate Professor"). This rank is not appropriate for faculty who are hired on a short-term or temporary basis. Appointed on an annual basis, it may be renewed only once.”

A limited number of these appointments are expected to be made each semester. Visiting appointments are particularly useful in attracting exceptional professionals or faculty from other Institutions that can enrich the program on a temporary basis, and provide an opportunity for an outstanding person to experience the culture of the school first hand. For a person to be hired under this visiting title he or she should send a letter of intent, a CV, and a selection of work to the Dean. The Vice Dean and Chairs review all applications prior to appointment and make a recommendation to the Dean.

As such, full time visiting faculty are considered full time only if they are assigned a full time (approximately 10-12 units/semester) teaching or equivalent funded-research load. This category of faculty appointment does not have voting rights due to their limited exposure to the school and its governance priorities.

The School of Architecture provides rank for visiting faculty per the following general guidelines:
**Visiting Professor**
Exceptional International Reputation and/or Equal Rank at Home Institution

**Visiting Associate Professor**
Exceptional National Reputation and/or Equal Rank at Home Institution

**Visiting Assistant Professor**
Exceptional Local Reputation and/or Equal Rank at Home Institution
Visiting Critic
A distinguished practicing professional hired specifically for a single course (typically an undergraduate topic studio, advanced graduate studio, or advanced seminar course) for up to 4 semesters

RETired and Emeritus Faculty Profiles:

One of the great assets of the school are its distinguished former faculty members. The school encourages retired faculty to continue their relationship with the school, their colleagues and students in the program. Typically a retired faculty member receives no compensation from the school for their help and assistance, but could be appointed on a part-time basis to teach classes, conduct research or provide administrative assistance. The Dean is responsible for all negotiations for appointment and compensation, with assistance as needed from the school’s chairs and vice dean. Any retired previously tenured faculty member teaching at a 50% load (or approximately 5 units) for any length of time is granted the same voting rights appropriate for adjunct non-tenure track faculty if a position is available under the 40% NTT voting rule.

Emeritus Professor standing in the school is reserved for distinguished faculty. It is conferred on faculty whom have contributed significantly to the life, reputation and development of the school over time. The Dean will make recommendations for this life long distinction to the University as required after a discussion and vote of support by the tenured faculty body. The dean will forward his recommendation and the faculty vote to the president. As stated in the Faculty Handbook: “The President will consider the recommendation of the department or other appropriate academic unit and the dean, the individual’s curriculum vita, and a summary of the individual’s contributions.”
USC SCHOOL OF ARCHITECTURE
General Standards For Tenure Track Faculty
(UCAPT Quantitative Data Summary, Section IV)

The School of Architecture’s faculty is a uniquely diverse population—reflective of the true demands of the field itself. To an unprecedented extent relative to other professions, architecture is a synthetic practice—requiring all of our faculty, regardless of their area of expertise, to command some understanding of artistic process, science knowledge, cultural forces, and contemporary professional strategies.

Yet, at its broadest assessment, the School of Architecture has four categories of faculty:
1. ‘design’ faculty—typically individuals whose production of knowledge is explored through three dimensional form. Their creative work can be both speculative in nature as well as, more typically, actualized in commissioned built work.
2. ‘technology’ faculty—typically individuals capable of advanced specialization in terms of their architectural expertise (often in the areas of structures, acoustics, lighting, material innovation, fabrication processes etc…).
3. ‘history/theory’ faculty—typically individuals who are engaged in critical written analysis of the field, connecting to larger cultural forces and historical conditions.
4. ‘professional’ faculty—typically individuals with an demonstrated depth of knowledge in particular areas of the current profession and its needs (in architecture, landscape architecture, historical preservation, and building science and their sub-specialties).

While these boundaries tend to remain useful in defining core credentials and teaching areas, they often are transcended by the real activities of our most impressive tenured and tenure track faculty. Faculty in all categories should be able to deeply theorize the importance of their work as well as engage the collaborative design process with others. As well, there are a growing number of areas in architecture that defy conventional boundaries—such as sustainability, digital intelligence and socially engaged practice.

Thus the main evaluation standard for tenure is the assessed IMPACT someone’s work has on the field at large; as well as the faculty member’s potential TO CONTINUE ADVANCING the production of knowledge throughout the remainder of his/her career.

As stated in the UCAPT guidelines, the School of Architecture expects any candidate for tenure to raise the average quality of the appointing unit and to meet the national and international standards for promotion and tenure applied by peer universities.

As all schools are defined by the limits of their scale, each candidate for tenure will also be evaluated on his or her ability to effectively engage with the current and future academic needs of the unit itself as set by the Dean, its current faculty, and the larger-evolving practice itself.

In term of the School of Architecture’s expectations in regard to quantity of production
during tenure track, this is determined substantially by the type of production. The three most typical modes being:
1. published professional/design work;
2. published findings from empirical research; and
3. published scholarly writing.

More important than number of publications or projects completed during the probationary period is the positive assessment that:
- The area of research is considered important/vital to the discipline.
- The critical acclaim of creative practice is broad and consistent, for design faculty.
- The venues for blind-peer-reviewed articles are well respected.
- Grant activity is noteworthy and sustained, for researchers.
- The general activity and participation within the field is notable.
- The connection of the work to the University’s or School’s academic mission is identifiable.

The following outlines a broad matrix of modes of production, credentials, and expected quantity that are used in our school and peer institutions nationally and internationally. As stated in the UCAPT guidelines, quantitative data cannot substitute for judgment, and should be used to frame a particular candidate more relatively not more generically.

Most of our faculty often combine creative practice, academic publication and external funding to create a more integrated model of academic scholarship. This reflects the reality that architecture as a cultural practice offers many more opportunities for making a substantial impact at the applied-research end of the research spectrum for the sciences and the professional publication end of the scholarship spectrum relative to the humanities. We have only a few tenured faculty and a few rare tenure track candidates whom will squarely fall within the pure historian profile (where book publication becomes the norm) or at the purer scientific research end of the spectrum (where funded research and journal publications become the norm).

For those faculty who define themselves as ‘Historian/Scholars’, they are expected to publish books and/or articles, present papers at conferences, be involved in a scholarly program of investigation, pursue funded research and prestigious fellowship opportunities in the humanities and/or partake in expertise-based consultation work (such as in the areas of historic preservation) when appropriate. This faculty type typically has a PhD if they teach in the core history core of the school’s accredited professional degree programs. The quantity and quality of scholarly work is defined by the norms for historians teaching at similar prestigious research universities.

For those faculty who define themselves as ‘Researchers/Scholars’, they are expected to publish articles and/or books, present at scientific and professional conferences, consult with or design projects, pursue funded research, and/or be involved in scholarly explorations at the University/School centered on a well defined research program. This faculty would typically have a PhD, some professional or expertise-based consulting experience, and/or be a licensed architect/landscape architect/engineer.

For our more typical faculty who define themselves as ‘Creative Practitioners,’ they are expected to produce design work that leads and informs the discipline. It can include but not be limited to practices that expand current understanding of the discipline, establish new and unique methods for design exploration or test new forms of architectural
expression. These can be demonstrated through competitions, independent design explorations, expertise-based consultation work, or professional commissions. This work should be published in important media outlets, journals, and books. What distinguishes this type of faculty from a general practitioner is that there is a clear line of theoretical inquiry present in the work. This faculty has a professional degree in architecture or landscape architecture, as well as a minimum of a master degree. Typically, the creative practitioner is also a licensed architect or landscape architect.

Given the synthetic nature of the discipline, some faculty will move between the creative arts, the sciences and/or the profession and would considered themselves as ‘Hybrid Scholars.’ These individuals are expected to have a clearly defined area of inquiry that is ‘primary’ to their individual profile (i.e. primarily a design faculty with recognized artistic ability or technical knowledge, a funded researcher within a strong research program, or a scholar with numerous important publications, etc.). The hybrid scholar develops their own academic profile through a combination of critical peer reviewed publications, competitively-funded research, expertise-based consultation work and/or recognized creative practice.

The two most important factors in assessing the quantity of any one person’s activity while on tenure track is the implied trajectory inherent in this activity for the candidate’s future career and the continued impact of this career activity on the field itself. Many articles in easy to publish locations will not be evaluated with the same merit as a few articles in the most highly prestigious venues for that area of specialization. Each faculty member must show through their efforts a common commitment to the university’s core values of excellence and creativity in teaching and scholarly research.

Using the Typical Achievement Categories listed below, each faculty member should bring a sense of hierarchy to their achievements in their personal statement submitted with their dossier -- describing clearly how their body of work has contributed to advancement of the discipline. Candidates should explain how their work has evolved and demonstrate their own unique approach to scholarship. They should also explain how they have explored and shared their ideas, as well as how they have brought significant recognition to themselves and the university for their outstanding work.

Typical Achievement Categories for Tenured Faculty at USC and Peer Institutions (not in ranked order; * Included are both print and electronic media):

1. Professional acclaimed or critically reviewed architecture or consulting projects (budget and level of responsibility)
2. Publication of books (authored, edited and co-authored)*
3. Book chapters (refereed and invited)*
4. Publications in journals (refereed and invited)*
5. Publications in professional magazines (refereed and invited)*
6. Publications in conference proceedings (refereed and invited)
7. Exhibitions of creative work*
8. Publication of creative work*
9. Academic and professional honors
10. International, national, regional, state and local design awards
11. Grants and contracts received (including funding level, source and responsibility)
12. Scholarly and research projects/programs
13. Fellowships
14. Presentations at conferences/symposia/webinars (refereed and invited)*
15. Citation of research by others
16. Citations/appearances in books, magazines, newspapers and media
17. Blogs/knols and other forms of electronic information distribution*
18. Continuing education symposia/coursework
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
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
The architectural studio should demonstrate a positive and respectful learning environment that encourages the fundamental values of optimism, respect, sharing, engagement, collaboration and innovation between and among all members of our community. This attitude should be carried forward into your professional career both as an architect and a USC alumnus. USC’s Core Values are:

1. Free inquiry, an institutional commitment to the search for truth,
2. Standards of the Trojan Family: caring and respect for one another as individuals, appreciation of diversity, team spirit, and a commitment to service,
3. Commitment to informed risk-taking within a culture of targeted experimentation,
4. Commitment to ethical conduct.

We expect each member of our School to appreciate and endorse through their actions and words these values. The more inclusive Civility Code adopted by the School can be found at: [http://arch.usc.edu/Resources/StudentServices](http://arch.usc.edu/Resources/StudentServices).

The studio should be a creative workspace where one can work immersed with models, drawings and collaborate with others. It is critical to maintain the spirit of this vital working environment to exchange ideas, inspire be inspired, and be immersed in your design process. The studio environment can be one of the most inspiring aspects of an architectural education and it is your responsibility to make it into a desirable place to work. In order to maintain an atmosphere conducive to creative production, we have adopted the following guidelines:

1. **Work Area:** At the beginning of each semester you must set up and maintain a fully operational work area. You are strongly encouraged to work in studio to benefit from the studio environment. Providing this amount of work and research space per student is a rarity for all types of education world-wide. Don’t sacrifice this opportunity to participate in the studio environment, as it is one of the most unique aspects of your educational experience. We encourage students not to leave perishable foods exposed for a period of time. Please make it a priority to be clean and organized and keeping it a professional atmosphere.

2. **Respect:** Though you do have your own workstation provided in your studio, you must show continual appreciation that the studio space itself is a public space. Your conduct, words, and images used in this space must be respectful to everyone. You are in a professional degree program, studying to be professional architects. As such, you should be careful to treat your work, your environment, and your colleagues with the highest level of respect. Showing up to class on time and being prompt is a great way to respect both professors and other students so as not to disrupt class time or distract those around you.

3. **Civility:** Should be practiced both within the confines of the studio and in written communication between professors, colleagues, students and staff, and in any anonymous written evaluations at the end of the semester. If you are frustrated either by other students or by your studio critic follow the proper procedure and talk to your coordinator, the program chair or the Vice Dean. Again, keep final evaluation comments professional and dignified.

4. **Discussion:** Your classmates are a great resource. Productive discussion and exchange of ideas is encouraged. During reviews and pin-ups students are also encouraged to be involved with the discussion in a respectful manner.

5. **Class Schedule:** Scheduled class times are from 2-5:50 pm Monday, Wednesday and Friday or Monday and Thursday for 1st Year. You are expected to productively engage in studio work during these times. You can get a lot of work done during these 12 hours when used effectively.

6. **Out of Class Work:** Faculty and students are expected to manage their time and resources in and outside of class. You will need to work on your studio projects outside of class time; a minimum of two hours for each hour of class time. This is a minimum time commitment of 24 hours per week in addition to 12 hours of class time. Faculty should be aware of this when setting deadlines. Coordinators for each year should contact the faculty of the other typically required courses for the semester and alleviate any possible overlapping deadlines and turn in dates at midterm and finals. Recognize that all courses contribute to your rounded education and don’t prioritize one over another!

7. **Attendance:** Due to the hands-on nature of the design studio, class attendance is imperative. Please review our Attendance Guidelines [http://arch.usc.edu/Resources/StudentServices](http://arch.usc.edu/Resources/StudentServices) and your own particular studio syllabus each semester. Faculty and Students should be on time and not conduct non-course related business during class time.

8. **Assignments:** Requirements for final projects will be handed out in writing. Daily assignments are given verbally and may differ from section to section. Full completion of all assignments is critical to your success in this class and to the value being in an accredited program. You must create work to understand architecture. You must practice your craft over and over again in order to improve and learn the critical lessons of architecture. Process is what we are teaching.

9. **Plagiarism and Ethical Use of Sources:** Please credit all precedent study images and cite all quotations and uses of source material. Make sure to distinguish your original production and thought from material downloaded or created by others. This is not only an essential practice to all scholarship but legally necessary when we republish the work in any
HAVE FUN! THINK HARD! DISCOVER NEW THINGS! CHALLENGE YOURSELF AND ARCHITECTURE!

10. Reviews: Reviews are one of the most important aspects of your architectural education. You can benefit immensely from the discussions of your and your classmates’ work. **Full participation is required at all reviews! You are expected to be attentive, fully engaged and stay to the end of all reviews!** Your instructor will know who is interested enough to participate fully, and can impact your final grade.

11. Food in Studio: Be very careful if eating and drinking in the studio as accidental spills can happen. It is recommended you eat in the cafe or the courtyard to spare yourself and your neighbors any mishaps. It is the responsibility of the students (not the staff) to keep the 3rd floor kitchen clean. Food is not permitted when using public computers and in plotting area so as to maintain a clean usable space for everyone.

12. Music: The studio is a collective space. Please respect the fact that this is a working environment for all of you. If you wish listen to media while you work, **wear headphones (at all times).** This includes movies, shows and video games.

13. Graffiti or Defacement of Property: Do not deface property. Do not spray any aerosol products (especially spray-glue) in the studio, stairwells or hallways as this can negatively impact both you and your neighbor’s health and will be considered defacement of school property. **If you are using spray paint or spray mount anywhere outside, always use brown paper and/or a drop cloth so that there is no over spray on the ground or work surface (see defacement agreement at end of this document)** Similarly, mixing of concrete, plaster, or resins in the studios, hallways, stairwells, or walkways is not allowed and will be considered defacement of school property. The proper place to do messy or toxic work is in the **shop yard.** When cutting large boards or working on large models, open tables may be used but you must use cutting mats to protect the tables or the concrete floor. The tables then must be cleared and cleaned prior to class times. Please refer to the School of Architecture Damage and Defacement Policy for more information on this subject. Also, please keep common area of the building (restrooms, sinks, etc.) clean.

14. Theft: Never take (or borrow without their knowledge) property from other students, workspaces or studios. Theft of any school or student’s property should be reported to the campus security and guilty individuals will be prosecuted. Be mindful of the issue of security in your own studio and don’t leave valuable items unattended or unsecured. Lock all personals items in your designated drawers, as well as materials and tools.

15. Recycling and Respect for Staff/Cleaning Services Personal: As we expect you to be engaged in sustainable architectural solutions, look for ways to practice sustainable principles in your daily actions. **Faculty should try to avoid wasteful presentation techniques and overprinting requirements.** Please fully respect the role of the cleaning staff to maintain cleanliness within your studio. Do not disrespect their position or scope of service. Throw away your own materials properly and safely. We love our trees! Please think of them before printing everything and anything.

16. Studio Hours, Security & Safety: The studio is available 24/7 with active security to insure the safety of all. Under no circumstances shall anyone disable or compromise the security of the studio. Do not permit entry of anyone you don’t know into studio. Contact campus security immediately if you see anyone suspicious. Also, should you get injured in studio, contact USC Emergency if you immediate medical attention. Be aware of your surroundings when walking home late from studio. If you don’t have a bike, Campus Cruiser is available to drive you home.

USC Emergency (213) 740-4321 
USC Security (213) 740-6000 
Campus Cruiser (213) 740-4911

17. Diversity & Religious Observations: The University encourages and supports the diversity of our community, and has provided guidance for any potential for conflicts involving academic activities and personal religious observation. Any concerns about lack of attendance or inability to participate fully in the course activity should be fully aired at the start of the term. Constraints on participation that conflict with adequate participation in the course and cannot be resolved to the satisfaction of the faculty and the student need to be identified prior to the drop/add date for registration. All work and review missed must be completed per the terms clarified by the individual instructor. Here is a link to a list of recognized religious holidays: [http://www.usc.edu/programs/religious_life/calendar/](http://www.usc.edu/programs/religious_life/calendar/)

18. Digital Technology: Printers, computers and all digital technology are provided for your use but needs to be treated with respect and care. If students are waiting, do not use school computers for personal use. Students are not allowed to leave computers unattended if in use; notes or signs will be thrown away and the computer will be open for the next user. Do not misuse paper in studio printers. Respect the most current school’s policy and methods of use for the plotters, laser cutters, and 3D printers, etc. [NOTE: Need updated info at [http://arch.usc.edu/Resources/Physical/ComputerFacilities](http://arch.usc.edu/Resources/Physical/ComputerFacilities)]

19. HAVE FUN! THINK HARD! DISCOVER NEW THINGS! CHALLENGE YOURSELF AND ARCHITECTURE!
As an enrolled student in the School of Architecture, I have read the Studio Culture Document and understand to its principles.

If the Bachelors of Architecture Program or the +2 M.Arch Program, I have reviewed the NAAB Conditions for Accreditation Edition 2009 (including the Student Performance Criteria) on either the NAAB website: (http://www.naab.org/accreditation/2009_Conditions.aspx) or as posted on the USC School of Architecture website (http://arch.usc.edu/Programs).

If in our Master of Landscape Program, I have evaluated the standards of the LAAB at: http://www.asla.org/AccreditationLAAB.aspx or as posted on the USC School of Architecture website (http://arch.usc.edu/Programs).

These documents outline the standards that our school strives to achieve and to exceed each year in its required courses and academic structure to maintain accreditation.

**USC School of Architecture Damage and Defacement Agreement**

In the event that the Student causes or contributes to any damage, defacement, or loss of property occurring to or on the premises, the common areas, the building, or any School of Architecture facility (including without limitation, studios, studio furniture i.e. chairs and desks, classrooms, auditoria, woodshop facilities, stairwells, elevators, lounges, kitchens, and bathrooms), the School of Architecture shall assess all costs and expenses, direct or indirect, incurred in repairing or correcting such damage or defacement, or any portion thereof, against the Student.

The School of Architecture shall have the right to withhold grades, registration privileges, transcripts, and other requested records and/or diplomas or degrees until the student has fully complied with all terms of this policy to the School of Architecture’s satisfaction. Failure to comply with any of the terms of this policy may be cause for judicial action by the University against the Student.

Sums owed to the School of Architecture as a result of any event of damage, defacement, or loss of property beyond that arising from normal wear and tear may be billed to the Student’s University Fee Bill Account, which shall be subject to payment on such terms and conditions as are generally established by the University, or billed directly to the student. The student will be notified of the particular damage, defacement, or loss of property and given an opportunity to appeal the case before the assessment against the student’s University Fee Bill Account is finalized. Appeals will be heard by a committee consisting of School of Architecture administration, staff, and faculty members.

I accept these conditions for participating in this studio course for the Fa/Sp Semester 20_____.

________________________  ______________________
Student Name                 Faculty Name

________________________  ______________________
Student Signature            Faculty Signature       date

Please return this copy to your instructor and keep the studio culture policy document for your own records.
**USC School of Architecture Grant for Innovative Research**

**Tenured Faculty Research Funding- Supplemental Application (GENERIC FOR O&P)**

This competitive funding program is intended to stimulate faculty research activities for our tenured faculty each year. While faculty should feel free to submit requests for any type of supplemental funding falling within School Business Office guidelines, it is assumed, based on the need to distribute limited resources to multiple projects, most proposals will be for fairly standard resources (such as appropriate software or hardware, conference registration, travel costs, student assistance on on-going research, etc) which can not be covered by the basic $2K/year funds available to all full time faculty. A fairly straightforward submission is available for requests under $3K (see application Type A).

Proposals requesting matching funds for other successful research initiatives or larger projects will be considered as well. If the amount a faculty member is requesting is above $3,000, a more detailed discussion/ explanation of the research idea and methodology will be required in most cases and might take multiple review periods to decide on funding outcome (see application Type B).

**Deadline Window for submittals of either type: VARIES EACH TERM**

1. A tenured faculty member submits a complete application following guidelines to the Chair of the Human Resource Committee digitally and in hard copy on the date of the deadline.
2. The HR Chair distributes the proposals to the Committee Members.
3. The HR Committee meets to discuss distributed proposals one week later.
4. All reviewed proposals with HRC comments are submitted to the Dean.
5. The Dean reviews the proposals and reports to both the PI/faculty and HRC Chair on final status of request (accepting, rejecting, partially funding the proposal, or requesting further clarification) within a two week period.

If approved by the Dean, the faculty resubmits a final copy of the proposal, budget, and timeline to the Business Office in order to confirm no budget expenses are considered strict University unallowable expenses which in some cases might trigger the need to be re-approved by the Dean.

The Business Office will have 2 weeks to provide a summary of expenditure guidelines applicable to proposal budget directly to faculty. Please note, no expenditures should be made until this summary is released and a final approved copy of the proposal is filed in the Dean’s Office.

Each proposal will be considered independently on its own stated value in regard to how it advances the career of the individual faculty member and the mission of the School and University. There is no limit to: numbers of proposals accepted per faculty member each year, amount of funding approved annually per faculty member or to the entire body of faculty, though proposals with requests over $10,000 for individuals should be rare due to the limited allocation of resources, and might only be granted if there will be clear and direct benefit the larger mission of the School, not just the individual faculty member.
TYPE A: FOR PROPOSALS REQUESTING UNDER $3K (2 pages min, 6 pages max):

1. Cover Sheet
   Should include the name of faculty member, amount requested, date submitted, 25 to 50 word summary of request, postal address, email, signature of PI/faculty member.

2. Summary
   A statement summarizing the importance and relevance of the requested resources or activity and why this activity cannot be covered by the $2K to which each tenured faculty is entitled (in part or in full). Also describe the anticipated contribution the resource or activity will make to the person, the field, the school of architecture and the university.

3. Statement of Objectives and Outcomes
   Specific project objectives should be identified clearly, concisely and completely, demonstrating to one’s peers the value of the request. The anticipated outcomes and/or accomplishments should also be defined here, as well as an identified means for the School to appreciate the distribution of funds (a written report, exhibition, faculty talk, website, new course syllabi, conference proceedings etc…).

4. Budget and Timetable
   A timetable and line item budget for the project should be prepared. Please refer to Business Office Research Guidelines for expenditure procedures. No funds can be used to pay salary to a full time non-student employee—faculty or staff. A request for payment to a current part time faculty member may be reviewed on a case-by-case basis, but must be limited to a $500 stipend. Funds also cannot be used for time release from full-time appointments. If other funds outside of those requested will be devoted to the project please elaborate.

   A calendar with a specific beginning and ending dates is essential. Faculty should specify two end-dates: 1. when the resources are spent and 2. when the faculty member will submit some evidence of production to the School (a report, small talk, web link, conference proceeding etc…) If a proposal is not expected to be complete within the time frame specified, funding may be put at risk. In such cases, the faculty member must submit a formal extension one month prior to the proposal end date- excluding summer months i.e. no extension request will be reviewed during Summer because HR Committee is not in session.

   During the normal school year, the Business Office and the HR committee will review the necessary adjustments and new deadlines being requested so the School can plan ahead and remain within the University’s guidelines. If within guidelines, Dean’s final approval required to proceed.

5. Plans for Follow-up Support or Further Funding
   Is there a funding source that could be approached after the completion of this project that could lead to follow-up research?
TYPE B: FOR PROPOSALS REQUESTING OVER $3K (2 pages min, 20 pages max):

1. **Cover Sheet**
   Should include the name of PI/faculty member, amount requested, date submitted, 25 to 50 word summary of the research project, postal address, email, and signature of PI/faculty member.

   Multiple faculty may simultaneously apply for accumulative funds for shared research activities but this must be made clear in the initial cover sheet. Please note: all applying faculty must have tenured status.

2. **Summary**
   A statement summarizing project goals, significance, proposed methods and cost.

3. **Project Significance**
   The importance and relevance of the proposed project should be explained. Included should be background knowledge on the issue(s) to be addressed, and existing knowledge gaps. Also the anticipated contribution the project will make to the person, the field, the school of architecture and the university should be detailed.

4. **Statement of Objectives**
   Specific project objectives should be identified clearly, concisely and completely. The anticipated outcomes and/or accomplishments should also be defined here.

5. **Description of Methodology**
   Describe how you will go about carrying out the research. Will it involve primary or secondary data collection? Will it build on methods and procedures that you have used in the past or on techniques that are original (or borrowed from other researchers)? Will it require university human subjects approval? What methods and procedures will you utilize for gathering and analyzing research information?

6. **Dissemination**
   Describe plans for disseminating project outcomes and findings. Will it involve a written product or an exhibition? Will it be submitted for conference presentation and/or publication? Is there a plan to use the findings in courses that you teach or lectures that you give? Is there a way to connect or donate or share this research with our students and larger School?

7. **Budget and Timetable**
   A timetable and line item budget for the project should be prepared. Please refer to Business Office Research Guidelines for expenditure procedures. If multiple faculty are assigned, a lead faculty should be designated to submit all approved expenses to the Business Office on behalf of the group of faculty.
   A timetable and line item budget for the project should be prepared. No funds can be used to pay salary to a full time non-student employee—faculty or staff. A request for payment to a current part time faculty member may be reviewed on a case by case basis, but must be limited to a $500 stipend. Funds also cannot be used for time release from full-time appointments. If other funds outside of those requested will be devoted to the project please elaborate.
A calendar with a specific beginning and ending dates is essential. Faculty should specify two end-dates: 1. when the resources are spent and 2. when the faculty member will submit some evidence of production to the School (a report, small talk, web link, conference proceeding etc…)

If a proposal is not expected to be complete within the time frame specified, funding may be put at risk. In such cases, the faculty member must submit a formal extension one month prior to the proposal end date- excluding summer months i.e. no extension request will be reviewed during Summer because HR Committee is not in session. During the normal school year, the Business Office and the HR committee will review the necessary adjustments and new deadlines being requested so the School can plan ahead and remain within the University’s guidelines. If within guidelines, Dean’s final approval required to proceed.

8. Plans for Follow-up Support
Is there a funding source that could be approached after the completion of this project that could lead to follow-up research?

9. CV
Include the CV of the investigator and any other consultants you plan to use on the project.
School of Architecture
University of Southern California
Approved Attendance Guidelines

Attending classes is a basic responsibility of every USC student who is enrolled in courses at the School of Architecture. Although any student should be evaluated primarily on their demonstrated knowledge through project development, papers, quizzes, and exams, the School believes important skills such as verbal presentation, design discussion and articulation of critical issues within each course are equal additional measures of demonstrated knowledge, particularly for our professional degree programs. In studio courses, the central learning experience is through direct contact between the student and the faculty which advances a student’s understanding of architecture through shared exploration. As most all of our enrolled students are completing accredited professional degree programs, regular and punctual class attendance is considered an essential part of satisfying both the NAAB and LAAB accreditation requirements. It is also expected that our faculty will use the majority of valuable contact time with students to cover material that cannot be covered through readings, out-of-class projects and other supplemental learning methods.

As our curriculum is composed of a variety of learning environments, it is important that each instructor has authority over the precise terms of their own attendance policy as outlined in each course syllabus. The following points are to be considered the School of Architecture’s collective policy to be referenced in all syllabi, or unless otherwise outlined with individual faculty variation within a particular course syllabus:

The School of Architecture’s general attendance policy is to allow a student to miss the equivalent of one week of class sessions (three classes if the course meets three times/week, etc) without directly affecting the student’s grade and ability to complete the course. If additional absences are required for a personal illness/family emergency, pre-approved academic reason/religious observance, the situation should be discussed and evaluated with the faculty member and appropriate Chair on a case-by-case basis. For each absence over that allowed number, the student’s letter grade can be lowered up to one full letter grade (some instructors might vary the consequences such as only being worth 1/3 letter grade etc). This policy or any variation of it should be stated clearly in the syllabus of the course.

Each instructor should review his/her attendance and grading policies with the students in the first week of class. If the instructor believes a stricter policy should be followed, and he or she has explicitly called it out as a policy in the syllabus, the School will fully back up the stated penalties for this stricter policy if any grade disputes might occur. Any attendance procedure should not take up more than a few minutes of class time. The policy for late work or for making up missed work due to absence or not due to absence should be explicitly outlined in the syllabus. All students should understand that any false representation of their attendance is grounds to be considered for a violation of ethics before the University in the syllabus.

Any student not in class within the first 10 minutes is considered tardy, and any student absent (in any form including sleep, technological distraction, or by leaving mid class for a long bathroom/water break) for more than 1/3 of the class time can be considered fully absent. If arriving late, a student must be respectful of a class in session and do everything possible to minimize the disruption caused by a late arrival. It is always the student’s responsibility to seek means (if possible) to make up work missed due to absences, not the instructor’s, although such recourse is not always an option due to the nature of the material covered.
Being absent on the day a project, quiz, paper or exam is due can lead to an “F” for that project, quiz, paper or exam or portfolio (unless the faculty concedes the reason is due to an excusable absence for personal illness/family emergency/religious observance). A mid term or final review is to be treated the same as a final exam as outlined and expected by the University. Students must understand that days allocated for their studio final in the syllabus are considered an examination period. If they are absent or tardy on any review day and miss their opportunity to present, this is considered equal to missing a final exam.

No instructor can require a student to withdraw from a course even if that student will eventually fail due to numerous absences or poor performance. All faculty members should notify any student who has missed more than the equivalent of one week of class IN WRITING, COPYING THE STUDENT SERVICE OFFICE, that their lack of attendance will now begin to have a significant effect on their grade (even if these absences occur at the end of the semester or if the faculty believes the student has withdrawn due to whatever reason). If the student is near the point of failure due to absences, the faculty member should then again notify the student in writing. The majority of grade disputes tend to center around absences (often at the end of the semester), and, thus, it is imperative that a clear attendance guideline is referenced in each provided syllabus and that timely notification is provided by the instructor to any student whose absences begin to exceed that policy.
USC SCHOOL OF ARCHITECTURE

Staff Structure:

The following positions are constitute the School of Architecture Staff (updated: AY 2012-13):

1. Dean’s Office: including the Dean, the Vice Dean, the Dean’s assistant, her an executive administrative assistant, an administrative service coordinator who supports the academic programs and manages the front office, as well as additional administrative support needed to maintain the front office and day-to-day needs of the faculty and students.

2. Business Office: including the school’s senior business officer/Human Resource manager, a department coordinator and business manager, and a budget analyst.

3. Development: including the school's Assistant Dean for Advancement and External Relations, Director of Development, Director of Constituent and Alumni Relations, Development Associate and a Public Communications Assistant.

4. Student Services: including an executive director of student services, admissions coordinators, student service advisors, a program coordinator to assist with both global studies and executive education.

5. Facilities: including a Architecture Arts Laboratory and Facilities Manager and a Arts Laboratory Specialist.

6. Infrastructural Support: including an IT director, a webmaster, a woodshop coordinator and a digital fabrication coordinator.

7. Library Faculty and Staff

8. Gamble House Director and Staff
Appendix I. Working Map of Larger School Structure (Approved 020613)