

University of Southern California School of Architecture

# Organization and Procedures

Approved by the Faculty: May 2018

\*\* Highlighted items include issues unresolved or in need of update as acknowledged by the vote of the faculty.

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## 1 Preamble

The Organization and Procedures manual (O & P) of the School of Architecture (School) of the University of Southern California (USC) presents a set of agreements between the Faculty and the Administration concerning the organization of the School and the management of its affairs.

The O & P gives an overview of the organization of the School's Administration, Faculty, Staff, and Student governance; provides descriptions of specific administrative positions within the various degree programs; supplies guidelines for Faculty appointments; and outlines critical procedures to be followed by Faculty, Staff, and Students. The appendices include official documents voted on by the Faculty and descriptions of each degree program.

The O & P is a document that has been edited and transformed over the years. It is continually subject to correction, amendment, and improvement, as it aims to present the structures and procedures of the School as currently understood and practiced by the Administration and Faculty rather than an aspirational vision of what future structures and procedures might be. It is the responsibility of the Workforce Policy Committee to keep the O & P up-to-date.

Any individual member of the Administration, Faculty, Staff, or Student body has the right to suggest a change to the O & P. All suggestions must be submitted in writing to the Dean and to the Chair of the Workforce Policy Committee. The Workforce Policy Committee reviews all suggested changes and brings them to the Faculty for review, discussion, and eventual vote.

The O & P is intended to complement the official policies of USC, but the policies of the University will always prevail in case of any apparent conflict in definition or practice. University policies can be found on the USC web site (<http://policy.usc.edu/>); follow specific links for the "Faculty Handbook," the "Appointments, Promotions, Tenure (UCAPT) Manual," and "University Organization, Authority, and Core Documents" for more information.

The O & P is available online on the USC School of Architecture website (<https://arch.usc.edu/>). A copy of the most recent approved version is filed in the Dean's Office.

## 2 Meetings

### 2.1 All-School Meetings

#### 2.1.1 Function

All-School Meetings provide an opportunity for members of the School to gather to hear about new initiatives, faculty appointments, and various academic opportunities. They are intended to foster a sense of community among Faculty, Students, and Staff.

#### 2.1.2 Eligibility

Every member of the School Faculty, Staff, and Student body may attend and participate.

#### 2.1.3 Organization and Procedures

The Dean shall chair and prepare the agenda for All-School Meetings. Topics for the agenda and requests for specific announcements should be submitted in writing to the Dean's office at least one week prior to the Meeting.

#### 2.1.4 Schedule

All-School Meetings shall be held at least once a year at a regularly scheduled time, usually during the first week of the academic year. The Dean may convene additional All-School Meetings at any time, and members of the School community may call for an All-School Meeting by submitting a request in writing to the Dean.

### 2.2 Faculty Meetings

#### 2.2.1 Function

Faculty Meetings provide a forum for the discussion of School affairs. They typically include reports from the Administration and the Standing Committees, enable faculty members to discuss and vote on curricular matters, and provide opportunities for making resolutions on matters of consequence to the Faculty. The Dean chairs the Faculty meeting.

#### 2.2.2 Schedule

The Faculty meets on the first Wednesday of every month during the academic year, typically from 12:15–1:50 P.M. The Office of the Dean provides a calendar of Faculty Meetings at the beginning of each semester.

#### 2.2.3 Agenda

An agenda for every Faculty Meeting will be made available no later than 48 hours before the meeting. The agenda for Faculty Meetings typically includes both academic and administrative matters.

#### 2.2.4 Minutes

Minutes of each meeting and an attendance record will be recorded by a staff member appointed by the Dean. The minutes will be distributed for faculty review no later than 48 hours before the subsequent faculty meeting.

#### 2.2.5 Participation

Every faculty member holding a current appointment to the School is eligible to participate. Staff and students may attend as space allows. The duly elected representatives of the Student Council are entitled to attend Faculty Meetings except during Executive Sessions.

#### 2.2.6 Requests for Meeting

Any faculty member can request a Faculty Meeting at any time through the Secretary of the Faculty.

#### 2.2.7 Parliamentary Procedure

Questions of procedure will be resolved through reference to *Robert's Rules of Order Newly Revised* (current edition).

#### 2.2.8 Voting

Faculty members eligible to vote are responsible for curricular development and are required to act on motions regarding program and course additions, deletions, and changes.

All full-time non-visiting faculty members may vote on issues affecting policy, including curricular, personnel, and academic matters. All emeriti faculty and some part-time faculty may gain voting rights as outlined in Section 9.1.1, as governed by the 40% rule (see Section 6.4.3). A list of all eligible voting faculty members will be established by the Dean's Office (reflecting the calculation of the 40% rule for that year) and distributed at the beginning of each semester.

An eligible faculty member may cast votes prior to a scheduled meeting if his or her absence from such a properly noticed meeting is due to the carrying out of professional responsibilities on behalf of the School or the University, or to required attendance at a scholarly meeting or a meeting of an organization to which the School of Architecture belongs, or to documented illness. Such votes in absentia must be received by the Secretary of the Faculty prior to the voting for which they are intended and in the form of a written/secret ballot.

#### 2.2.9 Quorum

A quorum is required for the Faculty to take action on motions or resolutions. A quorum will be considered complete when 50% of the eligible voting faculty (T/TT, PT and FT RTPC) for that semester are present.

#### 2.2.10 Elections

The process and results of each election shall be placed on file in the Dean's Office.

## 2.3 Responsibilities of Faculty Members

### 2.3.1 Meetings

All faculty members are expected to attend all scheduled Faculty Meetings and meetings of School committees or councils to which they have been appointed or elected. Absence from such meetings is excused only in particular circumstances, as described in section 2.2.8 above.

### 2.3.2 Committees

All faculty members appointed or elected to serve on a School committee or council represent the Faculty through such service and are expected to participate in discussions and in the formulation of recommendations regarding issues and policies affecting the School.

## 2.4 Special Meetings

The Secretary of the Faculty may call a special session to address concerns or provide updates on matters affecting the Administration and the Faculty.

The Dean's Office will organize a Faculty Retreat once every academic year to explain budget priorities, discuss current agendas, propose new initiatives, and encourage a positive exchange of ideas regarding governance with the aim of fostering a vibrant and productive School community.

## 3 Elected Representatives

### 3.1 Secretary of the Faculty

#### 3.1.1 Role and Responsibilities

The Secretary of the Faculty may help the Dean and the Associate Dean for Academic Affairs to formulate the agenda for each regular monthly Faculty Meeting; may help to develop a list of guests (staff, students, others) to be invited when appropriate.

The Secretary of the Faculty is responsible for arranging, in collaboration with the Office of the Dean and the Faculty, all special Faculty Meetings dedicated to the discussion of matters pertaining to full-time hiring, promotion, and tenure.

Any faculty member can request a special Faculty Meeting at any time through the Secretary of the Faculty.

The Secretary of the Faculty shall work with the Associate Deans to ensure that every tenure-track faculty member is assigned a tenured faculty mentor.

The Secretary of the Faculty may be called upon to help the Office of the Dean develop a list of potential referees for tenure and promotion cases (see Section 6.4.2).

The Secretary of the Faculty shall organize and oversee the third year review of tenure-track faculty members, the tenure review of tenure-track faculty members, and the promotion of tenured faculty members by calling meetings as necessary and editing the final faculty letter sent to the Dean. All promotion and tenure reviews shall follow the guidelines established by the current UCAPT manual.

#### 3.1.2 Election

The Secretary of the Faculty is an elected position. Associate and Full Professors are eligible to be elected, but due to the Secretary's involvement with matters of promotion and tenure, a Full Professor is preferred. The Secretary of the Faculty is elected at the last Faculty Meeting of the Spring semester, and serves for a term of two years. Only tenure-track and tenured faculty members may vote to elect the Secretary of the Faculty.

### 3.2 Executive Committee (EXCOM)

#### 3.2.1 Role and Responsibilities

The Executive Committee serves as the elected Faculty Council of the School. The Executive Committee represents School interests in the formulation of administrative policies that pertain to 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 deliberation by the full faculty and possible implementation.

The Executive Committee acts on behalf of the faculty to whom the Committee reports on a regular basis at each Faculty Meeting.

Regular meetings of the Executive Committee will take place once each month during the academic year. Special meetings will be held as required.

The Dean shall always consult with the Executive Committee regarding significant changes in staff organization and appointments, a faculty search committee's final recommendation for hiring new full-time faculty, the tenured faculty's recommendations regarding probationary faculty at the required third-year review, recommendations regarding the renewal or termination of current PT and FT RTPC appointments, and any other matters relating to the allocation of current and future resources of the School.

The Executive Committee is an advisory committee whose role is to facilitate the alignment of Dean-driven and Faculty-initiated priorities.

The Executive Committee may advise and make recommendations to the Dean regarding faculty committee assignments. The actions and recommendations of the five standing committees are reported to the Executive Committee for presentation to and deliberation by the full faculty.

The four Discipline Heads (Architecture, Building Science, Heritage Conservation, and Landscape Architecture + Urbanism), the Director of the Ph.D. Program, and all other individual Program Directors will provide reports to the Executive Committee as outlined under their responsibilities in Section 5.

Faculty and students are encouraged to submit to the Executive Committee, in writing, subjects that they wish to have discussed and resolved or issues that need clarification.

Faculty may attend meetings upon request, but the Executive Committee may close the meeting to non-members at times when their presence may compromise the functions of the Committee.

An agenda will be prepared and distributed at least two days prior to each meeting of the Executive Committee.

### 3.2.2 Composition and Election of Executive Committee

*Elected Faculty Members.* The elected Committee consists of six faculty members, five of whom must have full-time faculty appointments where at least one is FT RTPC and one is T/TT, and one of whom must have a part-time faculty appointment. Each member is elected for a two-year term of office, with terms staggered so that no fewer than two members continue in office and not more than three members are newly elected in any single year. Elections will be held every year at the last faculty meeting of the Spring semester. Each FT committee member will be appointed to serve as the Executive Committee representative to one of the five standing committees, thus acting as the reporting line from the committee to the Dean and EXCOM.

*Staff.* The staff of the School of Architecture will elect a 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.

*Administration.* The Dean and Associate Deans are *ex officio* non-voting members of the Committee.



### 3.2.3 Leadership

The Dean will chair the Executive Committee. The Chair's duties are to establish a meeting agenda in concert with the Associate Deans; preside at meetings; implement actions stemming from the Executive Committee's decisions; and report the deliberations of the Committee at each Faculty Meeting, when appropriate.

The duties of the Associate Dean for Academic Affairs are to assist the Dean with the preparation of the agenda and preside over the meeting in the absence of the Dean. An Associate Dean may call meetings of the Executive Committee.

### 3.2.4 General Procedures

The annual election of new members is held at the final Faculty Meeting of the Spring semester. To ensure that the Executive Committee is available to advise the Dean over the summer months, the term of office for faculty members begins and ends with the start of the Fall semester.

All non-visiting faculty members are eligible to be elected to the Executive Committee unless they are tenure-track faculty members within their first three years of the probationary period, or if they are specifically exempted by the Dean.

Notice of the election and a list of the eligible faculty members will be distributed one week prior to the Faculty Meeting at which the election will take place to allow absentee voting.

The election will fill vacancies due to expired terms or other circumstances. The ballot will list all candidates alphabetically. Each person on the Executive Committee 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.

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 member 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.

In the event that a Committee member resigns or is unable to serve the full term of office, a special election will be held to elect a substitute member to complete the time remaining in the two-year term. Faculty members on sabbatical or leave during the term of office shall be replaced by a substitute for the duration of the sabbatical or leave.

All absentee votes must be received by the Secretary of the Faculty twenty-four hours in advance of the Faculty Meeting. Absentee voting is only permitted if a faculty member is away on school business or if his or her absence has the approval of the Dean. If questions arise regarding the definition of appropriate school business or if any faculty member is absent on school business for multiple weeks during a given semester, the Office of the Dean will clarify to the Secretary of the Faculty the agreement between the faculty member and the School regarding service and other standard faculty responsibilities as prolonged absence might affect a faculty member's eligibility to vote and representation in governance decisions.

If, at the end of a given semester, an election has been held to replace an outgoing member of the Executive Committee, the new appointment does not start until the beginning of the following semester.

### 3.2.5 Unexcused Absences from the Executive Committee

At the first Faculty Meeting of each semester the Dean shall issue a report on attendance by elected faculty members at scheduled Executive Committee meetings during the previous semester. Any elected faculty member who has been absent without an official excuse for more than one quarter of the scheduled meetings shall be removed from office and a new election shall be held immediately to name a replacement.

## 3.3 Student Governance

While students may choose to create and support numerous other professional or academic organizations while at USC, the Undergraduate Architecture Student Council (uASC) and the Graduate Architecture Student Association are the official student representative organizations of the School. Together their primary purposes are to represent the needs of the student body.

Students shall elect representatives to serve as members of the Working Committees.

GASA and uASC may be called upon to provide elected student representation to resolve conflicts, organize student participation during accreditation visits, and to ratify the Studio Culture Document on an annual basis.

All students are encouraged to participate in their respective governance organizations and in All-School Meetings.

## 4 Working Committees, Review Committees, and Task Forces

### 4.1 Working Committees

Members of working committees shall be appointed by the Dean from all full time non-visiting faculty, any part time or adjunct faculty with a 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. The Dean will distribute the five full-time Executive Committee members at the start of each year so that each serve on one of the 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).

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 working committees and their responsibilities are listed below. EXCOM can modify the definition of the responsibilities of any given working committee as needs arise.

#### 4.1.1 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 the faculty or implementation.

#### 4.1.2 Curriculum Committee

The committee is 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 an ex-officio (non-voting) member for a particular semester as needed to ensure a complete discussion of agenda items affecting their programs. The committee will review proposed changes to academic curriculum, review all new courses, 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 the faculty or implementation.

#### 4.1.3 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, the Executive Director of Student Services, and the Program Directors. The Committee will report and

review its activities with EXCOM and the Dean prior to any presentation to the faculty or implementation.

#### 4.1.4 Space and Technology Committee

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 and technology/IT infrastructure. The Committee will report and review its activities with EXCOM and the Dean prior to any presentation to the faculty or implementation.

#### 4.1.5 Workforce Policy Committee

Composed of the assigned Executive Committee faculty member plus several appointed faculty, staff, and student Representatives, plus the Associate Dean for Academic Affairs as an ex-officio (voting) member, the committee will provide advice on personnel issues related to hiring, workload, benchmarking competitive compensation, and related 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 the faculty or implementation.

#### 4.1.6 Meetings

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

Minutes will be prepared by the Secretary and made available for Committee approval and given to the Dean's Office at the end of each term.

A record of faculty attendance each semester will be provided by the Secretary to the Dean's Office. Faculty committee attendance will be recorded as a component of a faculty member's service for use in reviews.

Questions of procedure will be resolved through reference to *Robert's Rules of Order Newly Revised* (current edition).

### 4.2 Review Committees

#### 4.2.1 Cardinal (Tenure-Track and Tenured Faculty) Review Committee

Members of the committee are appointed by the Dean in the spring of each academic year. The committee consists of tenured faculty members only. Responsibilities of the committee are to undertake annual reviews of all tenure-track faculty and 3-year reviews of all tenured faculty. Reports from the committee are transmitted to the Dean.

#### 4.2.2 Gold (PT and FT RTPC Faculty) Review Committee

Members of the committee are elected by the faculty at the last faculty meeting in the spring of each academic year. The committee must include at least one member who is appointed part time and one member who holds a full-time research, teaching, or practice appointment. Responsibilities of the committee are to undertake annual reviews of FT RTPC faculty members, and three-year reviews of PT and FT RTPC members.

#### 4.3 Task Forces

Occasionally, the Dean of the School may create a task force to address an issue within the School or a particular program. **A task force's mission should not undermine the working committee structure.** 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 working committees address on-going matters of future vision, governance, and management.

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.

## 5 Administration of Academic Programs

### 5.1 Dean's Office

The Dean's leadership team consists of the Dean, the Associate Dean for Academic Affairs, and the Associate Dean for Research and Creative Work.

#### 5.1.1 Dean

The Dean reports to the University President and the Provost's Office.

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, faculty, and staff;
6. Stimulating faculty scholarship, research, and creative practice to expand new knowledge for the discipline;
7. Overseeing the work of the Board of Counselors and the Architectural Guild.

The Dean represents the School through her/his own professional reputation.

#### 5.1.2 Associate Dean for Academic Affairs:

The Associate Dean for Academic Affairs assists the Dean in managing the School on a day-to-day basis.

The Associate Dean for Academic Affairs represents the School and the Dean in the Dean's absence to the limits set by the University and the Dean.

The Associate Dean for Academic Affairs attends annual University committee meetings on a regular basis to maintain effective communication between the School and the University.

The Associate Dean for Academic Affairs is considered by the Provost's Office as a "Dean of Faculty," and is expected to oversee and manage all ongoing faculty hiring and development related issues in line with the University's faculty policies, as set out in the Faculty Handbook and UCAPT guidelines.

The Associate Dean for Academic Affairs works with the School's staff supervisors in the Dean's Office, Budget Office, Student Services Office, Facilities Office, and Development Office to assist in managing the ongoing work of the entire staff to further the needs of the School and its ongoing priorities.

The Associate Dean for Academic Affairs oversees all academic programs under the Dean regarding issues including, but not limited to, faculty teaching assignments, **implementing and managing budgets**, enforcing school-wide academic guidelines and practices, managing the sharing of facilities, and maintaining current degree and accreditation standards.

### 5.1.3 Associate Dean for Research and Creative Work

The Associate Dean for Research and Creative Work advises the Dean and provides leadership on issues affecting the research environment in the School. The Dean reviews and grants or withholds approval for extramural research proposals originating from the School.

The Associate Dean for Research and Creative Work is considered by the Provost's Office to be a "Dean of Research" and is expected to participate in University-level planning and leadership in that role and represent the School's interests at meetings of Deans of Research.

The Associate Dean for Research and Creative Work administers the research grant program for tenured faculty.

## 5.2 Degree Program Leadership and Organization

The School of Architecture offers degrees at graduate and undergraduate levels in four disciplines: Architecture, Building Science, Heritage Conservation, and Landscape Architecture + Urbanism (See Section 9.1.7).

To ensure the coordination of admission standards, human and physical resources, and curriculum offerings within each program, four layers of vertical leadership have been established.

Director of the Ph.D. Program: Though currently limited to a Building Science focus, the Ph.D. program was established with the goal of promoting the highest level of academic research in all four of the School's disciplines with the involvement of full-time tenured faculty members from across the School. This program is thus located "above" the individual disciplines, and is to be overseen by a Ph.D. Chair, who is appointed by the Dean to ensure that the program promotes the highest standards of research and scholarship. (see Section 5.3 for basic responsibilities)

Discipline Heads/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 + Urbanism. Each Discipline Head holds two positions simultaneously: first, she/he vertically oversees all graduate programs, graduate certificates, undergraduate degree programs, and minors associated with that discipline; and second, she/he will act as the Director of the Master's degree program for that discipline (see Section 5.4 for basic Discipline Head/Graduate Director Responsibilities).

Undergraduate Directors: If the scale of a particular undergraduate program warrants additional leadership, the Dean may appoint a distinct Undergraduate Program Director to oversee one or more of the School's current Bachelor programs. The Undergraduate Program Director serves under the appointed Discipline Head of his or her area. Currently the School has four approved undergraduate programs: a Bachelor of Architecture; a Bachelor of Science in Architectural Studies; a multi-course sequence within the USC Viterbi School of Engineering Bachelor of Science in Building Science program; the joint Bachelor of Science in GeoDesign with the Dornsife College of Letters, Arts and Sciences and Sol Price School of Public Policy; and several minors (see Section 5.5.25.2 for basic Undergraduate Director Responsibilities).

Special Coordinators: Although the School offers courses in theory, history, globalism, urbanism, housing, sustainability, and other subjects, the term "discipline" is granted only to degree-granting

programs. If other areas of instruction or research concentration important to the core mission of the School are in need of leadership, the Dean may appoint one or more “cross-discipline coordinators” who will work under all four Discipline Heads to support and advance that aspect of the School’s activities (for instance, the Global Studies Coordinator, described in Section 5.6).

### 5.3 Director of the Ph.D. Program

The Director of the Ph.D. program is responsible for:

1. Recruiting appropriate students for this program in keeping with University guidelines under the guidance of the Dean;
2. Establishing program cohesiveness for the candidates admitted;
3. Setting appropriate academic standards to ensure the highest level of scholarship;
4. Working with Student Services to establish appropriate advisement and recommendations;
5. Recommending teaching assignments for courses;
6. Overseeing thesis committee formation and progress, as well as GRS appointments;
7. Collaborating with other programs/opportunities within the School, the University, and the wider professional community;
8. Working with the Dean and the Associate Deans to create and execute an annual program budget; and
9. Reporting to the Dean, Executive Committee, and the University as needed to ensure full communication of short-term and long-term priorities.

The Director of the Ph.D. 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 ongoing teaching, research, and service. The appointment can be renewed for consecutive terms at the discretion of the Dean.

The Director of the Ph.D. program should be selected on the basis of her/his scholarly qualifications. The Director of the Ph.D. program will ensure that the critical merits of each program are thorough and highly relevant to that particular field of knowledge; will uphold a nationally recognized standard for research and scholarship; and will be able to attract the best students each year through effective recruiting.

Before an expected vacancy of the Director of the Ph.D. Program 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. A Director of the Ph.D. Program may also be chosen as a result of an external faculty recruitment process for any full-time faculty (outlined in Section 6).

Before the selection of the Director of the Ph.D. Program, the Dean will discuss the proposed appointment and request advice from the Executive Committee.

The Dean shall first seek to fill this position with tenured faculty members. If the Dean feels it is important to consider a non-tenured faculty member or an 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 all established hiring procedures for full-time faculty members as outlined in Section 6, below).



To ensure proper continuity of leadership over the summer months, particularly in May, June, and August, when significant academic leadership and planning are required, an additional summer stipend will be added each year to the faculty member's regular nine month T/TT or FT RTPC contract, in accordance with the program's needs during this period..

The position is a full-time annual appointment with administrative duties, and therefore involves 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.

All standard T/TT or FT RTPC faculty appointments will be adjusted with regard to teaching responsibilities in negotiation with the Dean, and based on the size of the program and its current annual activities.

## 5.4 Discipline Heads

The four discipline heads appointed to oversee Architecture, Building Science, Heritage Conservation, and Landscape Architecture + Urbanism are not division or department chairs (those being appointed by the President of the University as the chief administrative officer of a unit), but full-time faculty with a partial administrative appointment who are responsible for providing strong leadership with the goal of ensuring the collective academic success of each program.

### 5.4.1 Program Responsibilities

The Architecture Discipline Head oversees the Master of Architecture degree (M.Arch. +2 and +3), the Master of Advanced Architectural Studies (M.A.AS), the Graduate Certificate in Architecture, the Master of Architecture/Master of Planning dual degree, the Bachelor of Architecture program (B.Arch.), the Bachelor of Science in Architectural Studies (B.S.AS), the undergraduate minor in Architecture, and various electives.

The Building Science Discipline Head oversees the Master of Building Science degree (M.BS), the Graduate Certificates in Building Science and Sustainable Design, the multi-course sequence at the undergraduate level within the USC Viterbi School of Engineering Bachelor of Science in Building Science program, other required courses, and various electives.

The Heritage Conservation Discipline Head oversees the Master of Heritage Conservation degree (M.HC), the Master of Heritage Conservation/Master of Planning dual degree, the Graduate Certificate in Heritage Conservation, and various electives.

The Landscape Architecture + Urbanism Discipline Head oversees the Master of Landscape Architecture + Urbanism degree (M.LA+U), the Graduate Certificate in Landscape Architecture + Urbanism, the Master of Landscape Architecture + Urbanism/Master of Planning dual degree, the joint Bachelor of Science in GeoDesign with the Dornsife College of Letters, Arts and Sciences and Sol Price School of Public Policy, and various electives.

There are a number of courses that are shared across degree programs and disciplines (for instance the building technology or computation courses in architecture or landscape or heritage conservation). In those cases, both discipline heads along with the Associate Dean for Academic Affairs must work together to articulate course goals and to staff those courses appropriately to meet their disciplinary needs and to balance faculty appointments.

While respecting the role of the faculty to approve any proposed changes to the existing curriculum, and of the Dean's office to oversee all faculty teaching appointments and promotions, the Discipline Heads are to be considered the champions of progress and improvement within each degree program under their responsibility.

Each Discipline Head (as Director of their respective Master's degree) will assist the Dean, the Associate Dean for Academic Affairs, and the Executive Director of Student Services to estimate the enrollment figures relative to required tuition units, so that the Administration and Budget Staff can appropriately establish any graduate tuition awards to accompany admissions notification.

#### 5.4.2 Appointment of Discipline Head/Director of Master's Degree Program

Each Discipline Head/Director of Master's degree program (DH) 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 may be renewed for consecutive terms at the discretion of the Dean.

Each DH should be selected on the basis of her/his professional and scholarly qualifications and achievements. The DH will need to ensure that the critical merits of each program are thorough and highly relevant to that particular field of knowledge; will need to be able to attract the best students each year through effective recruiting; and will need to demonstrate academic excellence in publication, research, and/or practice.

Before an expected DH vacancy, 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 DH may also be recruited or chosen as a result of an external search for a new full time faculty member (see Section 6).

Before the selection of a new DH, the Dean will request advice from and discuss each appointment with the Executive Committee.

The Dean shall first seek to fill these positions with tenured faculty members to fill these positions. If the Dean feels it is necessary to consider a non-tenured faculty member or an 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 all established faculty hiring procedures for full-time faculty members as outlined in Section 6). To ensure proper continuity of leadership over the summer months, particularly in May, June, and August, when significant academic leadership and planning are required, an additional summer stipend will be added each year to the faculty member's regular nine month T/TT or FT RTPC contract, in accordance with each program's needs during this period.

DH positions are full-time annual appointments with administrative duties, so 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.

The scale and number of programs overseen by each DH varies significantly, so all standard T/TT or FT RTPC faculty appointments will be adjusted with regard to teaching responsibilities, in negotiation with the Dean. As a basis for comparison, the DH of Architecture would generally be relieved of three of the standard four courses expected per year of T/TT faculty members (or three of the six expected of FT

RTPC faculty members) assuming that a Director of the B.Arch. program is appointed as well (see Section 5.5.2), while the three other DH faculty would typically be relieved of two of the four courses expected per year for T/TT faculty (or two of the six expected of FT RTPC faculty).

#### 5.4.3 Administrative Responsibilities

**Admissions.** Each DH is to oversee all recruitment activities, admissions processes and scholarship decisions for all degree programs under her/his charge, and to work with a Dean-appointed Admissions Committee for each program as well as the School's admissions staff person.

**Teaching Appointments.** Each DH is to work with the other Discipline Heads and the Associate Dean for Academic Affairs before each semester begins to assign teaching responsibilities for all full-time and part-time faculty members; to advise the Dean's Office in the interviewing and hiring of any new part-time faculty member for a particular course within a degree program ; to participate in the annual review process for PT and FT RTPC appointments; to review teaching evaluations each semester; and to make recommendations to the Dean regarding potential reappointments.

**Curriculum Improvements.** Each DH works with the Curriculum Committee to propose changes to the approved degree programs, and to review any new courses proposed to the Curriculum Committee. The DH is to oversee all limited task forces created to study and make recommendations regarding potential changes to a given degree's approved curriculum.

**Facilities.** Each DH works with the Dean's Office and the School's facilities staff to resolve facilities allocations and improvements before the start of each academic year.

**Oversight.** 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 Associate Dean for Faculty Affairs to resolve and complete the duties so as not to jeopardize/compromise any particular program or set of students at any given time.

**Accreditation and other University Reviews.** Each DH is principally responsible for ensuring that all accreditation standards are being fully incorporated and thoroughly supported with each year's offerings. 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 University.

**Student Services.** Each DH works with Student Services to resolve all student affairs, including issues related to particular academic degree programs (on issues that transcend the domain of responsibility of individual faculty members, year coordinators, or program Directors). The DH will consult with the Dean and Associate Dean for Academic Affairs when the issue cannot be resolved by the DH, or if the issue relates to the Discipline Head him/herself.

**Global Studies.** Each DH works with the Global Studies Program Coordinator assigned each year to ensure that every program offered within a given degree program meets the expected academic standards, provides an academically enriching experience for our students, and keeps the safety and well-being of our students foremost in mind.

**Ancillary Activities.** Each DH oversees the planning and execution of an annual graduating student exhibit if appropriate for disciplines; oversees the planning and selections for the School's annual student work publication; chairs the selection of all annual student awards for graduation and other related opportunities; and approves of any proposed special guest lectures and additional resource allocation for programs under his/her charge. All of these activities are at the discretion of the Dean.

**Three-Year Plan of Priorities.** Each DH is to make a report annually to the Executive Committee which outlines program objectives that have been agreed upon by 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.

**Budget Planning/Approval.** Each DH works with the Dean to set particular budget priorities for the next academic year in the Spring to enhance instruction and increase visibility (such as arranging visiting lecturers, external consultants, annual exhibitions, field trips, etc.).

**Coordination of Directors and Coordinators.** The Associate Dean for Academic Affairs will arrange a series of meetings each semester with all four Discipline Heads and the Ph.D. Chair and appropriate staff to address ongoing common issues regarding the School's academic programs. Undergraduate directors, the Global Studies program coordinator, design studio semester coordinators, and non-studio faculty may be asked to participate in these planning meetings as needed.

## 5.5 Degree Program Directors

### 5.5.1 Director of Master's Degree Programs

Each Discipline Head also acts as the Director of the Master's degree for the discipline by default. Their terms in each role should be concurrent. Each Discipline Head may also act as the Director of any undergraduate degree programs within her/his vertical discipline thread if the scale of that program is small.

### 5.5.2 Director of Undergraduate Architecture Studies

Because the B.Arch., the B.S. in Architectural Studies, and the 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 a Director of Undergraduate Architecture Studies to oversee all undergraduate programs. The Director of Undergraduate Architectural Studies has organizational responsibilities for these programs and works with the Discipline Head of Architecture on all matters to provide additional leadership.

This appointment must be held by a full-time faculty member.

If a tenured faculty member is not appointed to this position, the Dean must provide a justification for the appointment of a non-tenured faculty member.

This standard appointment is for an annually renewable, three-year term.

As a basis for comparison, the Director of Undergraduate Architectural Studies would be relieved of three of the standard four courses expected per year of T/TT faculty members (or three courses out of the six courses expected of FT RTPC faculty members), with an additional summer stipend provided to cover the critical periods in May, June, and August.

### 5.5.3 Assistant Directors

Because both the M.Arch. program and the Master of Landscape Architecture + Urbanism program are both large in scale and complex due to accreditation requirements and tracking, an 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.

This appointment must be a full-time faculty member.

This appointment is assumed to be for an annually renewable, three-year term.

Appointment load and/or course release is to be negotiated with the Dean and Associate Dean for Academic Affairs based on the specified responsibilities and relative equivalencies across programs.

### 5.5.4 Responsibilities of the Degree Program Directors

Each Degree Program Director is responsible for program cohesiveness, maintaining academic standards and student quality each year, recommending teaching assignments for courses within each discipline, overseeing thesis committee formation and progress, general program-specific advising, and collaboration with other programs within the School, the University, and the professional community.

**Admissions/Recruiting.** The Degree Program Director provides direct leadership regarding all matters related to recruiting, admissions, and scholarship recommendations for the degree programs under her/his charge, and works in conjunction with the Associate Dean for Academic Affairs, the Dean, and with the appropriate School admissions staff and program specific faculty members each year to ensure excellence.

**Curricular Development.** Each Director should manage and propose ongoing 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 Associate Dean for Academic Affairs and the Curriculum Committee.

**Student Advisement.** Each Degree Program Director should ensure that every student has access to direct personal student advisement at critical points, such as at pre-registration, to address progress with their degree program, to select appropriate electives, and to plan for certificates if appropriate, in addition to the support and technical assistance provided by Student Services.

**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 that 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 and lead all accreditation visits, as directed by the Dean's office.

**Creating Connections to University and External Community.** Each Degree Program Director should work with the Associate Dean for Academic Affairs and other Discipline Heads on an ongoing basis to identify existing and potential opportunities to connect the program under her/his direction in order to foster meaningful alliances with the University and the professional community.

**Reports.** If not adequately covered by standard reporting of the related Discipline Head (to Ex Com and at Discipline Head meetings), individual Degree Program Directors 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.

**Budget Proposals/Approvals Process.** Each Degree Program Director will be provided with a complete and accurate summary of any related endowments for the 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 Associate Dean for Academic Affairs to prioritize enhancement opportunities for that year, and propose strategies to seek additional resources if necessary.

## 5.6 Global Programs Coordinator and Design Studio Semester Coordinators

If there is an issue which is central to the mission of the School, but we do not offer a degree-granting program in that area (such as History/Theory/Criticism, 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 Section 9.1.7 for a partial list)

**Global Studies.** A Global Studies program coordinator (GSPC) is assigned to oversee the study abroad programs that have been approved by the University to ensure each program offers an enriching academic experience that fits within the intentions of the larger degree program sequence. The GSPC oversees the safety of the students while off campus, coordinates all accommodations/travel itineraries for the semester, supervises all faculty teaching in the program, manages the budget approval process, and is responsible for ensuring that all midterm 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 GSPC and Discipline Head in that area.

**Design Studio Semester Coordinator.** A Design Studio Semester Coordinator (Studio 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 members and students within this studio group to ensure that the academic focus of that particular studio and all accreditation standards are met by all the studios in that group each term.

## 6 Faculty Appointments

### 6.1 Role and General Function of the Faculty

The Faculty makes all policy decisions relating to the curricular and academic operation of the School.

### 6.2 Appointment Types

Part Time RTPC (Research, Teaching, Practice, and Clinical) Appointment Titles: Lecturer, Senior Lecturer, Adjunct Assistant Professor, Adjunct Associate Professor, Adjunct Professor, and Emeritus Professor.

Full Time RTPC (Research, Teaching, Practice, and Clinical) Appointment Titles: Assistant Professor of Practice, Associate Professor of Practice, Professor of Practice.

Full Time and Part Time Visiting Appointment Titles: Visiting Assistant Professor, Visiting Associate Professor, Visiting Professor.

Full Time Tenured and Tenure Track Appointment Titles: Assistant Professor, Associate Professor, Professor.

Appointment types are described in the Faculty Profile Summary found in Section 9.1.1.

### 6.3 Part-Time Appointments (approved 2/6/19)

The Discipline Head and/or Program Director identifies a need to hire a new part-time faculty member. The Discipline Head/Program Director generates a document that explains the rationale for the new hire. The Discipline Head/Program Director submits this document to the Associate Dean for Academic Affairs, the Assistant Dean for Finance and Administration, and the Dean. Upon approval of the Dean, a job advertisement is generated by the Discipline Head/Program Director and is sent to the Dean's office to post.

A search committee composed of full-time faculty members is appointed by the Dean, typically in consultation with the Discipline Head/Program Director and Associate Dean for Academic Affairs. All full-time faculty members must undergo diversity training in order to serve as a search committee member. In some cases, a single search committee could review applicants for multiple open positions.

The search committee reviews applications and generates a list of qualified applicants in ranked order.

Once a preferred candidate is identified, the Discipline Head/Program Director will contact the candidate to determine continued interest. If the candidate expresses an affirmative interest, the Discipline Head/Program Director provides the Assistant Dean for Finance and Administration and the Associate Dean for Academic Affairs with the following information:

- position to be filled
- name of candidate
- email and phone number of candidate
- courses candidate will teach, including course number/s, unit count, and indicating fall or spring semester
- candidate's c.v.
- 3-4 names of current School of Architecture faculty members with comparable academic and/or professional qualifications

The business office generates an offer.

### 6.4 Full Time Appointments

#### 6.4.1 FT RTPC Hiring and Appointment Process

The Dean shall prepare and distribute a rationale to the faculty that details the School's need for a new position.

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

The Dean shall appoint a Chair and 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. Of the four minimum committee members needed to constitute the committee, at least three must be tenured or



**tenure-track faculty.** The Dean shall ensure that there is adequate representation in the area of specialization in which the search is being conducted.

The School shall prepare an advertisement to be placed in journals and newsletters commonly read by architects, allied professionals, and academics in relevant areas of specialization. Advertisements should appear at least one month prior to the evaluation of candidates. The committee shall proactively recruit individuals based on their expertise, professional practice, scholarship, and/or teaching experience. Increased faculty diversity, equity, and inclusion is a goal. The current EEOC requirements shall be followed.

Candidates shall prepare a complete file including a statement of academic and professional interests, c.v., copies of publications, examples of built and unbuilt work, papers, research work, etc. Copies of teaching evaluations from USC or other schools should also be included, if available.

The Dean's executive assistant shall hold these files and make them available to committee members. The committee reviews the files, creates a long list, and submits the long list for review to the Diversity Liaison. Once the long list is approved, the committee selects a short list, and may request additional material from candidates. To proceed, candidates must relinquish confidentiality. The committee shall interview the candidates and ask each of them to make a brief public presentation open to 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 the fall or spring semester.

Once candidates are publicly announced, the Dean's executive 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).

The committee shall receive and review comments made by all faculty members and students about the candidate. **If the relevant DH is not part of the search committee, the chair will solicit feedback from the DH.** After reviewing all the information, the committee shall meet, formulate, and, if possible, present a rank-ordered recommendation of candidates to the Dean. 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.

After taking into consideration the committee report and comments from the faculty and students, the Dean will make the final decision regarding the appointment.

#### **6.4.2 Tenure Track and Tenured Faculty Hiring and Appointment Process**

The Dean shall prepare and distribute a rationale to the faculty that details the School's need for a new position.

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

The Dean shall select a Chair of the search committee from the tenured and tenure-track faculty.

The Dean shall appoint a Chair and 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. **Of the four**

minimum committee members needed to constitute the committee, at least three must be tenured or tenure-track faculty. The Dean shall ensure that there is adequate representation in the area of specialization in which the search is being conducted.

The School shall prepare an advertisement to be placed in journals and newsletters commonly read by architects, allied professionals, and academics in relevant areas of specialization. Advertisements should appear at least one month prior to the evaluation of candidates. The committee shall proactively recruit individuals based on their expertise, professional practice, scholarship, and/or teaching experience. Increased faculty diversity, equity, and inclusion is a goal. The current EEOC requirements shall be followed.

Candidates shall prepare a complete file including a statement of academic and professional interests, c.v., copies of publications, examples of built and unbuilt work, papers, research work, etc. Copies of teaching evaluations from USC or other schools should also be included, if available.

The Dean's executive assistant shall hold these files and make them available to committee members. The committee reviews the files, creates a long list, and submits the long list for review to the Diversity Liaison. Once the long list is approved, the committee selects a short list, and may request additional material from candidates. To proceed, candidates must relinquish confidentiality. The committee shall interview the candidates and ask each of them to make a brief public presentation open to 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 the fall or spring semester.

Once candidates are publicly announced, the Dean's executive 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). Unless otherwise requested by the faculty submitting, these comments will be forwarded to the Dean as an addendum to the Search Committee's letter. If the relevant DH is not part of the search committee, the chair will solicit feedback from the DH.

The committee shall receive and review comments made by all faculty members and students about the candidate.

The Chair of the search committee shall call a meeting of the entire tenured and tenure track faculty to discuss and vote on each of the short-listed candidates. Voting is a critical responsibility of each tenured and tenure-track faculty member and every effort should be made to participate in the discussion and voting process. There may be more than one meeting. After a discussion of the candidates under consideration, a YES/NO vote on each individual candidate will be taken by secret ballot. For faculty members away on School business (see Section 2.XXX regarding voting in absentia), 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.

The Faculty Secretary and search committee Chair shall count the ballots and determine the percentage of faculty support according to the following calculations. An abstention (by faculty members present or in absentia) is considered a non-vote, and is not to be used to determine the percentage of support because it is not a vote against the candidate. The total number of votes cast may vary significantly for each candidate and the total percentage only represents the opinions of

faculty members who voted and did not abstain. A candidate who has 51% or more "Yes" votes shall be identified as having the support of the faculty.

For lateral hires, this vote of support does not constitute a vote for or against tenure, thus both tenured and tenure track faculty members may participate. (Note: If a lateral hire offer is made and accepted, the School will then follow UCAPT guidelines and the standard School tenure protocols that require a separate meeting, discussion, and vote of tenured faculty only.)

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.

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.

After taking into consideration the committee report and comments from the faculty and students, the Dean will make the final decision regarding the appointment.

#### 6.4.3 Full-Time Faculty Ratio

The ratio of full time RTPC faculty to all full-time faculty members shall not exceed 40%.

$$\text{FT RTPC} / (\text{FT RTPC} + \text{T/TT}) \leq 40\%$$

#### 6.4.4 Tenure and Promotion

The Faculty Handbook (<https://policy.usc.edu/faculty/faculty-handbook/>) and UCAPT Manual (<https://policy.usc.edu/faculty/appointments-promotions-tenure-ucapt-Manual/>) provide the definitive version of the University's policies and procedures regarding appointments, promotions, and tenure. The Faculty Handbook states the University's fundamental policies and practices. The UCAPT Manual supplements the Faculty Handbook by detailing the appointment, promotion, and tenure processes.

What follows is a summary of the procedures regarding promotion and tenure that are specific to the School of Architecture. Policies outlined in the UCAPT Manual supersede those of the School.

##### 6.4.4.1 Procedures and Timeline for Promotion from Assistant to Associate Professor

The process of assembling the dossier begins in January of the academic year prior to the academic year the candidate is considered for tenure.

In January, the candidate meets with his or her mentors, the Secretary of the Faculty, and the

Associate Dean of Academic Affairs to discuss the tenure process and timeline.

In February, the Dean, with advice from the Secretary of the Faculty and the Associate Dean for Academic Affairs, appoints an *ad hoc* Promotion Review Committee of three tenured faculty members to oversee the external and internal assessments of the candidate's dossier. This committee is equivalent to the Departmental Committee described in the UCAPT Manual. For interdisciplinary appointments with more than zero percent effort, it is desirable that the committee include a member representing the secondary appointment.

By early April, the Promotion Review Committee, with advice from the Secretary of the Faculty and the Associate Dean for Academic Affairs, submits a list of 10 - 15 potential arm's-length external reviewers to the Dean (see UCAPT Manual Section 8.7.2 for a definition of what constitutes arm's length). The external reviewers should be Full Professors at peer or aspirational peer institutions. As a guideline, only in exceptional circumstances should Full Professors from non-peer institutions, Associate Professors, or Professors *Emeriti* be asked to serve as reviewers. For interdisciplinary appointments, it is desirable that choice of external reviewers be coordinated with the secondary unit.

The Promotion Review Committee also solicits the names of 2-4 non-arm's-length reviewers from the candidate and submits those names to the Dean.

The Dean, with advice from the Associate Dean for Academic Affairs, reviews the lists of arm's-length and non-arm's-length reviewers and determines the final list of names. The Dean's Faculty Affairs Associate is given this list and begins the process of soliciting letters.

By July 15, the candidate submits his or her dossier to the Dean's Faculty Affairs Associate. The candidate should refer to the most recent version of the UCAPT Manual for descriptions and a checklist of the required elements of the dossier, and direct any questions to the chair of Promotion Review Committee or the Associate Dean for Academic Affairs.

Between July 15 and October 15, the Promotion Review Committee completes the cohort analysis by comparing the candidate's research and creative work productivity with that of 5-10 individuals in the candidate's field who have been tenured at peer or aspirational peer institutions within the last 5 years.

After the Fall semester begins, the Promotion Review Committee should make arrangements with the candidate to observe the candidate's instruction. By October 15, the Promotion Review Committee completes the teaching observation report and submits it either to the appropriate Discipline Head or (if the Discipline Head is not a tenured faculty member) to the Associate Dean for Academic Affairs.

Between July 15 and the date of the faculty promotion and tenure meeting, the Promotion Review

Committee reviews the candidate's dossier and writes a letter assessing the quality, quantity, and impact of the candidate's research and/or creative work. This letter will be read at the faculty promotion and tenure meeting and will be included in the full dossier sent to UCAPT. A detailed description of the contents of the Promotion Review Committee Letter is included below and described in the UCAPT Manual (section 8.1.4).

In late August or early September, the Secretary of the Faculty, in collaboration with the Dean's office and the tenured faculty, determines the date of the faculty promotion and tenure meeting.

From October 15 until the date of the faculty promotion and tenure meeting, the candidate's dossier will be made available to the tenured faculty in the office of the Dean's Faculty Affairs Associate. The dossier will remain available until it is submitted to UCAPT.

Every tenured faculty member is expected to attend the faculty promotion and tenure meeting. If a faculty member is unable to attend due to official school business, he or she is entitled to submit a statement and to cast a vote. The Secretary of the Faculty reads any statement submitted by an absent faculty member at the meeting. The Promotion Review Committee reads the Promotion Review Committee Letter and presents the results of the cohort analysis. Each tenured faculty member is given two opportunities to voice an opinion. At the end of the discussion a vote is taken by secret ballot. Faculty members who are unable to attend the meeting due to absence on school business are allowed to vote but are not allowed to contribute to the School Faculty Letter. Every faculty member who casts a vote is entitled to read the final School Faculty letter submitted to the Dean. No new letters can be added to the faculty file after the School faculty vote unless requested by UCAPT.

In the period between the date of the faculty promotion and tenure meeting and the end of the Fall semester, the Secretary of the Faculty composes the School Faculty Letter in collaboration with the tenured faculty. According to the UCAPT Manual, the School Faculty Letter should "present its independent analysis of the issues in the dossier, detailing pros and cons while setting forth the reasons for its recommendation." If the School Faculty disagrees with the conclusions of the Promotion Review Committee Letter, the Faculty Letter should explain its reasons for disagreement. The School Faculty letter should provide a summary of the School-level discussion, including an explanation of issues, disagreements, and minority views. The School Faculty vote should be included in the letter.

After receiving the School Faculty Letter, the Dean composes the Dean's Letter. As stated in the UCAPT Manual, the Dean's Letter should provide an independent analysis that gives a balanced assessment of the dossier's strengths and weaknesses. If the Dean agrees with the Promotion Review Committee and Faculty Letters, he or she need not summarize their conclusions, but if there are areas of disagreement, the Dean should provide reasons for this disagreement. The Dean should also specify whether he or she approved the external reviewer list, and whether any modifications were made (after approval by

the Vice Provost for Academic and Faculty Affairs) to the reviewer template letter.

The candidate's full dossier is to be submitted to the Vice Provost for Academic and Faculty Affairs by February 1.

#### **6.4.4.2 The *Ad Hoc* Promotion Review Committee**

The Promotion Review Committee of three tenured faculty members is appointed by the Dean, with the advice of the Secretary of the Faculty and the Associate Dean for Academic Affairs. Each candidate for promotion and tenure is assigned a separate committee.

The Promotion Review Committee's responsibility is to oversee the external and internal assessments of the candidate's dossier. Its tasks are as follows:

##### March-April

1. Assemble a list of 10 - 15 potential arm's-length external reviewers.
2. Solicit the names of 2-4 non-arm's-length reviewers from the candidate.
3. Submit the lists of arm's-length and non-arm's-length external reviewers to the Dean's office.

##### August-October

1. Thoroughly read all materials in candidate's dossier.
2. Write the Promotion Review Committee Letter that assesses the quality and impact of the candidate's research and/or creative work. This letter will be read at the faculty promotion and tenure meeting, and will be included in the full dossier sent to UCAPT. According to the UCAPT Manual (section 8.1.4 or the most current list in the UCAPT Manual), the Promotion Review Committee letter should address the following:
  - The typical qualitative and quantitative standards (books, articles, grants, creative works, etc.) in the discipline.
  - Whether the candidate's quantitative measures (as detailed in the candidate's c.v.; see UCAPT Manual section 8.3) are consistent with the qualitative judgments provided.
  - The quality of the journals and presses in which the candidate published, as well as the conferences at which he or she presented. For candidates in creative fields, the report should describe the quality of the venues in which the candidate exhibited work, etc., as well as other appropriate metrics.
  - The level and type of peer-reviewed external funding that is desirable in the discipline, and how the candidate compares to those recently promoted at peer and aspirational peer institutions.
  - Whether citation frequency is important and how the candidate compares to those recently

promoted and peer and aspirational peer institutions.

- The significance of co-authorships, and of first or last authorship, in the discipline.
- Analysis of doubts or qualifications contained in the reviewer letters.
- The candidate's next major project (a brief description is sufficient) and how it is expected to contribute to the field.
- The significance of the candidate's field within the broader discipline.

3. Visit candidate's classes and submit a report to the appropriate Discipline Head by October 15. If the Discipline Head is not a tenured faculty member, this report should be submitted to the Associate Dean for Academic Affairs.

4. Compile the cohort analysis by comparing the candidate's research and/or creative work productivity with that of 5-10 individuals in the candidate's field who have been tenured at peer or aspirational peer institutions within the last 5 years.

#### October-November

1. Present the Promotion Review Committee Letter addressing the quality and impact of the candidate's research and/or creative work at the promotion and tenure meeting.
2. Present the cohort analysis at the promotion and tenure meeting.

#### **6.4.4.3 Calendar for Promotion from Assistant Professor to Associate Professor with Tenure**

January	Candidate meets with his or her mentors, the Secretary of the Faculty, and the Associate Dean for Academic Affairs to discuss process and timeline
February	<i>Ad hoc</i> Promotion Review Committee of 3 tenured faculty members formed by Associate Dean for Academic Affairs and Secretary of the Faculty  Promotion Review Committee approved by Dean
April	Promotion Review Committee, with the assistance of the Associate Dean for Academic Affairs and the Secretary of the Faculty, constructs list of 10 - 15 external reviewers. The external reviewers should be Full Professors at peer or aspirational peer institutions. Only in exceptional circumstances should Associate or Professors <i>Emeriti</i> , or Full Professors from non-peer institutions be asked to serve as referees  Candidate is asked for names of 2-4 non-arms length reviewers
May	Dean's Faculty Affairs Associate solicits letters from external reviewers
July 15	Candidate submits full dossier to Dean's Faculty Affairs Associate. Candidates should refer to the most recent UCAPT Manual for descriptions and a checklist of

	the required elements of the dossier
August	Secretary of the Faculty determines date of School of Architecture tenure review faculty meeting
July 15- October 15	Promotion Review Committee reviews candidate's full dossier  Promotion Review Committee visits candidate's classes and completes teaching observation report
October 15	Letters from external reviewers due
October 15	Cohort analysis submitted by tenure Promotion Review Committee to Dean's Faculty Affairs Associate  Teaching observation report submitted by Promotion Review Committee to Discipline Head or Associate Dean for Academic Affairs
October 15- December 1	School of Architecture tenure review faculty meeting  The Promotion Review Committee Letter is to be completed by or before the date of the tenure review faculty meeting
November- December	Secretary of the Faculty composes School Faculty Letter
January	Dean writes Dean's Letter  Candidate updates c.v. and personal statement
February 1	Tenure dossier sent to Provost's Office

#### 6.4.4.4 Procedures and Timeline for Promotion from Associate to Full Professor

The process of assembling the dossier begins in the Fall of the academic year prior to the academic year the candidate goes up for promotion.

In October, the candidate meets with his or her mentors, the Secretary of the Faculty, and the Associate Dean for Faculty Affairs to discuss the promotion process and timeline.

In November-December, the Dean, with advice from the Secretary of the Faculty and the Associate Dean for Academic Affairs, appoints an *ad hoc* Promotion Review Committee of three tenured Full Professors to oversee the external and internal assessments of the candidate's dossier. This committee is equivalent to the Departmental Committee described in the UCAPT Manual. For interdisciplinary appointments with more than zero percent effort, it is desirable that the committee include a member representing the secondary appointment.



If either the Associate Dean for Faculty Affairs or the Secretary of the Faculty is an Associate rather than a Full Professor, he or she is recused from the remainder of the promotion process.

In January, the Promotion Review Committee, with advice from the Secretary of the Faculty and the Associate Dean for Academic Affairs, submits a list of 10 - 15 potential arm's-length external reviewers to the Dean (see UCAPT Manual Section 8.7.2 for a definition of what constitutes arm's length). The external reviewers should be Full Professors at peer or aspirational peer institutions. Only in exceptional circumstances should Professors *Emeriti*, or Full Professors from non-peer institutions be asked to serve as reviewers. For interdisciplinary appointments, it is desirable that choice of external reviewers be coordinated with the secondary unit.

The Promotion Review Committee also solicits the names of 2-4 non-arm's-length reviewers from the candidate and submits those names to the Dean.

The Dean, with advice from the Associate Dean for Academic Affairs, reviews the lists of arm's-length and non-arm's-length reviewers and determines the final list of names. The Dean's Faculty Affairs Associate is given this list and begins the process of soliciting letters.

By March 15, the candidate submits his or her dossier to the Dean's Faculty Affairs Associate. The candidate should refer to the most recent version of the UCAPT Manual for descriptions and a checklist of the required elements of the dossier.

Between March 15 and August 15, the Promotion Review Committee completes the cohort analysis by comparing the candidate's research productivity with that of 5-10 individuals in the candidate's field who have been tenured at peer or aspirational peer institutions within the last 5 years.

During the Spring semester, the Promotion Review Committee should make arrangements with the candidate to observe the candidate's instruction. By May 15, the Promotion Review Committee completes the teaching observation report and submits it either to the appropriate Discipline Head, or (if the Discipline Head is not a tenured faculty member), to the Associate Dean for Academic Affairs.

Between March 15 and the date of the faculty promotion and tenure meeting, the Promotion Review Committee reviews the candidate's dossier and writes the Promotion Review Committee Letter assessing the quality, quantity, and impact of the candidate's research and/or creative work. This letter will be read at the faculty promotion and tenure meeting and will be included in the full dossier sent to UCAPT. A detailed description of the contents of the Promotion Review Committee Letter is included below and described in the UCAPT Manual (section 8.1.4).

In August, the Secretary of the Faculty, in collaboration with the Dean's office and the tenured faculty, determines the date of the faculty promotion and tenure meeting.

From August 15 until the date of the faculty promotion and tenure meeting, the candidate's dossier will be made available to Full Professors in the office of the Dean's Faculty Affairs Associate. The dossier will remain available until it is submitted to UCAPT.

Every Full Professor member is expected to attend the faculty promotion and tenure meeting. If a Full Professor is unable to attend due to official school business, he or she is entitled to submit a statement and to cast a vote. The Secretary of the Faculty reads any statement submitted by an absent faculty member at the meeting. The Promotion Review Committee reads the Promotion Review Committee Letter and presents the results of the cohort analysis. Each Full Professor is given two opportunities to voice an opinion. At the end of the discussion a vote is taken by secret ballot. Full Professors who are unable to attend the meeting due to absence on school business are allowed to vote but are not allowed to contribute to the School Faculty Letter. Every Full Professor who casts a vote is entitled to read the final School Faculty Letter submitted to the Dean.

In the period between the date of the faculty promotion and tenure meeting and October 1, the Secretary of the Faculty composes the School Faculty Letter in collaboration with the School's Full Professors. According to the UCAPT Manual, the School Faculty Letter should "present its independent analysis of the issues in the dossier, detailing pros and cons while setting forth the reasons for its recommendation." If the School Faculty disagrees with the conclusions of the Promotion Review Committee Letter, the School Faculty Letter should explain its reasons for disagreement. The School Faculty Letter should provide a summary of the School-level discussion, including an explanation of issues, disagreements, and minority views. The School Faculty vote should be included in the letter.

After receiving the School Faculty Letter, the Dean composes the Dean's Letter. As stated in the UCAPT Manual, the Dean's letter should provide an independent analysis that gives a balanced assessment of the dossier's strengths and weaknesses. If the Dean agrees with the Promotion Review Committee and School Faculty Letters, he or she need not summarize their conclusions, but if there are areas of disagreement, the Dean should provide reasons for this disagreement. The Dean should also specify whether he or she approved the external reviewer list, and whether any modifications were made (after approval by the Vice Provost for Academic and Faculty Affairs) to the reviewer template letter.

The candidate's full dossier is to be submitted to the Vice Provost for Academic and Faculty Affairs by October 15.

#### **6.4.4.5 The Promotion Review Committee**

The Promotion Review Committee of three Full Professors is appointed by the Dean, with the advice of the Secretary of the Faculty and the Associate Dean for Academic Affairs. Each candidate for promotion and tenure is assigned a separate committee.

The Promotion Review Committee's responsibility is to oversee the external and internal assessments of the candidate's dossier. Its tasks are as follows:

#### November-December

1. Assemble a list of 10 - 15 potential arm's-length external reviewers.
2. Solicit the names of 2-4 non-arm's-length reviewers from the candidate.
3. Submit the lists of arm's-length and non-arm's-length external reviewers to the Dean's office.

#### March-August

1. Thoroughly read all materials in candidate's dossier.
2. Write the Promotion Review Committee Letter that assesses the quality and impact of the candidate's research. This letter will be read at the faculty promotion and tenure meeting, and will be included in the full dossier sent to UCAPT. According to the UCAPT Manual (section 8.1.4), the Promotion Review Committee letter should address the following:

- The typical qualitative and quantitative standards (books, articles, grants, creative works, etc.) in the discipline.
- Whether the candidate's quantitative measures (as detailed in the candidate's c.v.; see UCAPT Manual section 8.3) are consistent with the qualitative judgments provided.
- The quality of the journals and presses in which the candidate published, as well as the conferences at which he or she presented. For candidates in creative fields, the report should describe the quality of the venues in which the candidate exhibited work, etc., as well as other appropriate metrics.
- The level and type of peer-reviewed external funding that is desirable in the discipline, and how the candidate compares to those recently promoted at peer and aspirational peer institutions.
- Whether citation frequency is important and how the candidate compares to those recently promoted and peer and aspirational peer institutions.
- The significance of co-authorships, and of first or last authorship, in the discipline.
- Analysis of doubts or qualifications contained in the reviewer letters.
- The candidate's next major project (a brief description is sufficient) and how it is expected to contribute to the field.
- The significance of the candidate's field within the broader discipline.

3. Visit candidate's classes and submit a report to the appropriate Discipline Head by May 15. If the

Discipline Head is not a tenured faculty member, this report should be submitted to the Associate Dean for Academic Affairs.

4. Compile the cohort analysis by comparing the candidate's research productivity with that of 5-10 individuals in the candidate's field who have been promoted at peer or aspirational institutions within the last 5 years.

#### September

1. Present the Promotion Review Committee Letter addressing the quality and impact of the candidate's research and/or creative work at the promotion and tenure meeting.

2. Present the cohort analysis at the promotion and tenure meeting.

#### **6.4.4.6 Calendar for Promotion from Associate Professor to Full Professor**

October	Candidate meets with his or her mentors, the Secretary of the Faculty, and the Associate Dean for Academic Affairs to discuss process and timeline
November-December	<p>Promotion Review Committee of 3 Full Professors is formed by Associate Dean for Academic Affairs and Secretary of the Faculty</p> <p>If either the Associate Dean for Faculty Affairs or the Secretary of the Faculty is an Associate rather than a Full Professor, he or she is recused from the remainder of the promotion process</p> <p>Promotion Review Committee is approved by Dean</p>
January	<p>Promotion Review Committee, with assistance of the Associate Dean for Academic Affairs and Secretary of the Faculty, constructs list of 10 - 15 external reviewers. The external reviewers should be Full Professors at peer or aspirational peer institutions. Only in exceptional circumstances should Professors <i>Emeriti</i>, or Full Professors from non-peer institutions be asked to serve as referees</p> <p>Candidate is asked for names of 2-4 non-arms-length reviewers</p>
February	Dean's Faculty Affairs Associate solicits letters from external reviewers
March 15	Candidate submits full dossier to Dean's Faculty Affairs Associate. Candidates should refer to the most recent UCAPT Manual for a checklist of the required elements of the dossier
March-May	Promotion Review Committee reads candidate's full dossier

	Promotion Review Committee visits candidate's classes and completes peer review of candidate's teaching
August	Secretary of the Faculty determines date of School of Architecture promotion review faculty meeting
August 15	Candidate updates c.v. and personal statement
August 15	Letters from external reviewers due
August 15	Cohort analysis submitted by Promotion Review Committee
September	School of Architecture promotion review faculty meeting
September	Secretary of the Faculty composes School Faculty Letter
September-October	Dean writes Dean's Letter
October 15	Promotion dossier sent to Provost's Office

#### 6.4.5 Faculty Review and Promotion

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

### 6.5 Faculty Workload

Faculty workload is based primarily on the needs of the School taking into account the abilities and interests of faculty members. USC's Faculty Handbook outlines the full extent of a faculty member's complete responsibilities as understood by the University and Board of Trustees.

Tenured and tenure-track faculty members typically have a workload distribution of 40% teaching, 40% research/scholarship/professional work and 20% service. This profile may vary subject to negotiation with the Dean and should be considered at annual reviews and for promotion.

Full time RTPC faculty members typically have a workload distribution of 80% teaching and 20% service. This profile may vary subject to negotiation with the Dean and should be considered at annual reviews and for promotion.

For a more complete description of each faculty profile type as defined by the School of Architecture and their relative annual loads, see Section 9.1.1 and Service Percentage Document (Section 9.1.9).

#### 6.5.1 Absences

Faculty members must obtain prior approval for all non-emergency and non-medical absences from the appropriate DH and/or the Associate Dean for Faculty Affairs.

### 6.5.2 External Employment

For the School of Architecture's further interpretation of the Faculty Handbook's limits on external work for full time faculty, see Section 9.1.3.

## 7 Staff Structure

The School of Architecture Administration and Staff are essential to the School's success in meeting current needs and achieving long-term goals.

See Section 9.2 for the current organizational chart of Staff roles. Each Staff member reports to a supervisor, who helps manage and set priorities on an ongoing basis, and completes an annual performance review, goal setting, and professional development plan to ensure Staff members continue to improve their job skills as well as align their job accountabilities with School needs and initiatives.

Some Faculty members with administrative appointments are assigned Staff support. Faculty members who wish to have Staff assistance beyond what is normally provided to complete large School-related projects must seek approval from both the Associate Dean for Academic Affairs and the appropriate staff supervisor.

## 8 Civility and Resolution of Conflicts

### 8.1 Overview

The University of Southern California is committed to maintaining an environment that is free from discrimination and harassment, including sexual harassment; the university expects that all members of the university community—faculty, staff, and students—should be able to pursue their work and education in such an environment.

The university is committed to complying with all applicable laws and government regulations which prohibit discrimination, harassment (including sexual harassment), and retaliation. University employees (and students covered by this policy) who violate this policy will be subject to appropriate disciplinary action, including termination or dismissal for cause in accordance with university policies.

Student-on-student sexual harassment and assault is covered under a separate policy (<https://policy.usc.edu/student/scampus/>).

For more specific guidance on all issues related to Section 8, please see Chapter 6 of the Faculty Handbook (<https://policy.usc.edu/faculty/faculty-handbook/chapter-6-providing-a-safe-educational-and-work-environment/>); the Employee Gateway - Our Workplace (<https://employees.usc.edu/our-workplace/>); and the University policy page on discrimination, harassment, sexual harassment, and sexual assault ( (<https://policy.usc.edu/discrimination/>)).

### 8.2 Studio Culture Document

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. It is to be signed by all students to support a highly productive and respectful studio environment (see Section 9.1.4).



## 9 Appendices

### 9.1 Related Non-Curricular Documents Approved by Faculty

#### 9.1.1 Faculty Profile Summary (02/02/11)

Organization and Procedures Document \_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 accomplishment 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 responsibility.<sup>1</sup>

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 reappointment 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

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<sup>1</sup> 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.

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.

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 7<sup>th</sup> 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."

### 9.1.2 General Standards for Tenure-Track Faculty (02/06/13)

#### **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 consider 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 (referred 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 info

### 9.1.3 Restrictions on Outside Activities for Tenure and Tenure-Track Faculty (02/06/13)

Organization and Procedures Document \_Approved 020613

#### **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.

#### 9.1.4 Studio Culture Document (05/2017)

##### USC SCHOOL OF ARCHITECTURE STUDIO CULTURE DOCUMENT (2017-18)

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 our academic studios and into our professional careers. We expect each member of our School (administration, faculty, students) to appreciate and endorse through their actions and words our broader Trojan core values. USC's Core Values:

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

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 Discipline Head or the Associate Dean. Again, keep final evaluation comments professional and dignified. See the School of Architecture Organization and Procedures Documents in regard to Civility:  
<http://arch.usc.edu/sites/default/files/info/faculty/fullopo20613.pdf>

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. Faculty and students be sensitive to a variety of diversity-related issues when discussing projects as well as interacting with each other– and avoid categorical descriptions or reductive short hand in describing communities or individuals based on stereotypes, and assumed characteristics.
5. Class Schedule: Scheduled class times are from 2-5:50 pm Monday, Wednesday and Friday or Monday and Thursday for 1st Year or Monday and Friday for Landscape. You are expected to productively engage in studio work during these times. You can get a lot of work done during these 8-12 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/information/current-students>) 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 form. This is a particularly good habit to start in school as when you enter the work force any improper quotation and referencing source material has even greater consequences. Avoiding Plagiarism: <https://libraries.usc.edu/research/reference-tutorials>
10. Cheating: No student should cheat on assignments, coursework, quizzes or exams. Cheating devalues your own education and puts you at risk of suspension or expulsion from the University.
11. Reviews: Reviews are one of the most important aspects of your architectural education. You can benefit immensely from the discussions of you 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.

12. Food in Studio: Be very careful if eating and drinking in the studio as accidental spills can happen. It is recommended you eat elsewhere to spare yourself and your neighbors any mishaps. It is the responsibility of the students (not the staff) to keep the 3<sup>rd</sup> 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.
13. 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.
14. Graffiti or Defacement of Property: Do not deface property. As of the beginning of the Fall 2016 semester, there will be NO use of aerosol products (especially spray-glue + paint) allowed anywhere in the School of Architecture. This prohibition of all aerosol products extends to the studios, stairwells, hallways, and mezzanines (including the area where this activity was formerly permissible. The use of aerosol products as well as the 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.
15. Theft: Never take (or borrow without their knowledge) property from other students, workspaces or studios. Theft of any school or student's property will be reported to the USC Department of Public Safety and guilty individuals will be prosecuted. If guilty individuals are USC students, those individuals will be reported to USC Student Judicial Affairs. Be mindful of the issue of security in your own studio and don't leave valuable items unattended or unsecured. Lock all personal items as well as materials and tools in your designated storage space.
16. 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. As of July 2016 onward, the School of Architecture has banned two things: spray painting and the practice of spray mounting plots on foam core. Foam core can be used for model building only. 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.
17. Studio Hours, Security & Safety: The studio is available 24/7 with active security to ensure 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 the USC Department of Public Safety immediately if you see anyone suspicious. Also, should you get injured in studio, contact DPS Emergency if you require immediate medical attention. Be aware of your surroundings when walking home late from studio. Campus Cruiser is available to drive you home. DPS Emergency (213) 740-4321 DPS Non-Emergency (213) 740-6000 Campus Cruiser (213) 740-4911

18. 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://orl.usc.edu/life/calendar/>
19. Digital Technology: Printers, computers and all digital technology are provided for your use but need 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. <http://arch.usc.edu/information/current-students>
20. HAVE FUN! THINK HARD! DISCOVER NEW THINGS! CHALLENGE YOURSELF AND ARCHITECTURE!

## USC SCHOOL OF ARCHITECTURE

### Studio Culture Document

#### NAAB Standards Acknowledgment and Damage and Defacement Agreement

As a student enrolled in the USC School of Architecture, I have read the Studio Culture Document and understand its principles. As a student in the professional Bachelor of Architecture or Master of Architecture +2 or +3 program, I have reviewed the NAAB Conditions for Accreditation Edition 2015 (including the Student Performance Criteria) on the NAAB website: <http://www.naab.org/students/> or on the USC School of Architecture website: <http://arch.usc.edu/information/current-students>

If in our Master of Landscape Architecture Program, I have evaluated the standards of the LAAB at: <https://www.asla.org/AccreditationLAAB.aspx> or as posted on the USC School of Architecture website: <http://arch.usc.edu/programs/master-landscape-architecture>

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.

Upon review of this complete document, each student and faculty will sign the provided signature sheet at the start of each semester. The faculty member is to turn in the signature sheet to Watt Hall 204 once all students enrolled in that course have signed the document. Those students not currently enrolled in a studio will need to sign a signature sheet provided by the Director of their individual program once they have reviewed the material at the start of the academic year.



### 9.1.5 USC School of Architecture Grant for Innovative Research (02/06/13)

Organization and Procedures Document \_Approved 020613

#### **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

#### 9.1.6 School of Architecture Attendance Guidelines (02/06/13)

##### Organization and Procedures Document\_Aproved 020613 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.

9.1.7 Working Map of Current Degree Programs (Approved 02/06/13)

Map of Degree Programs (020613)

USC SCHOOL OF ARCHITECTURE

DEAN

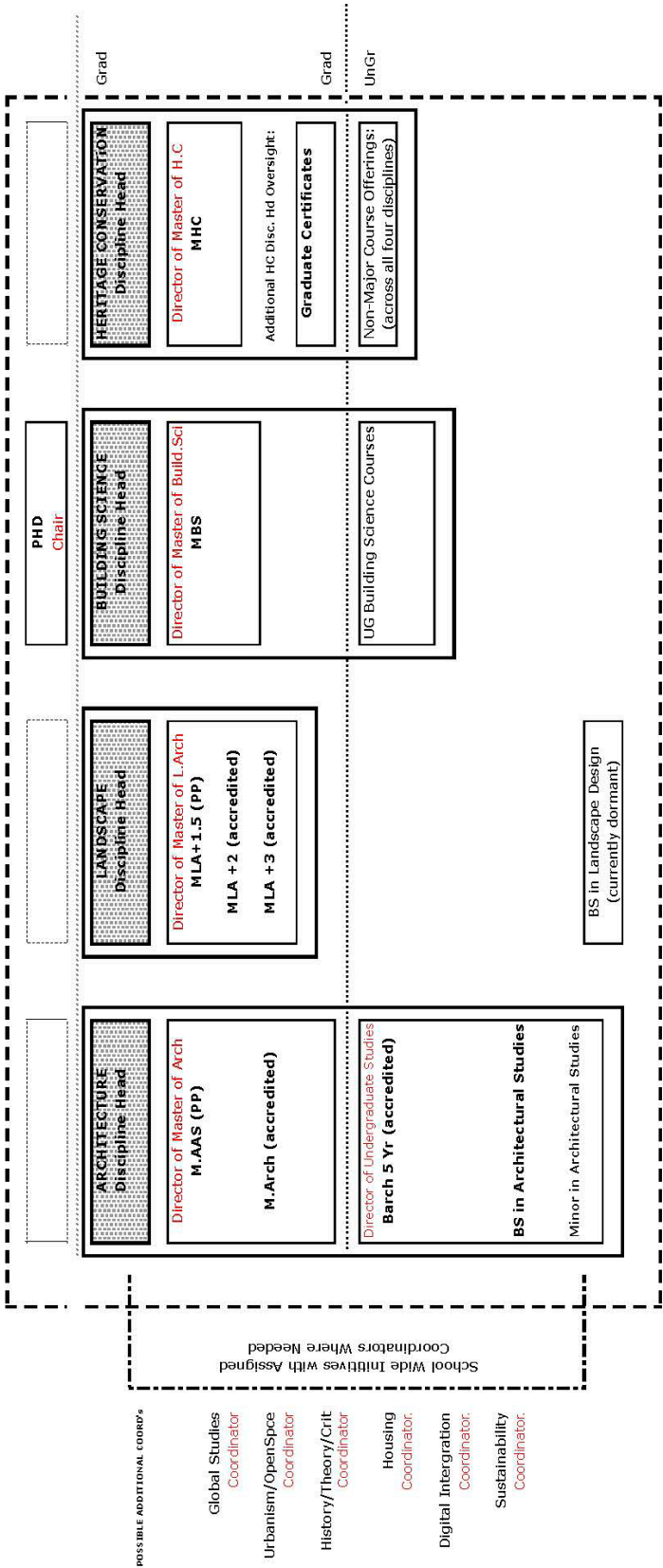
Budget/Development/External Relations/Architectural Guild/External Properties(Freeman/Gamble)/Publications&Communication

Vice Dean

Dean Of Faculty/Dean of Research/Mentoring/Student Services/Oversight of 3 Accredited Programs/Oversight of On Campus Facilities

Ex Com

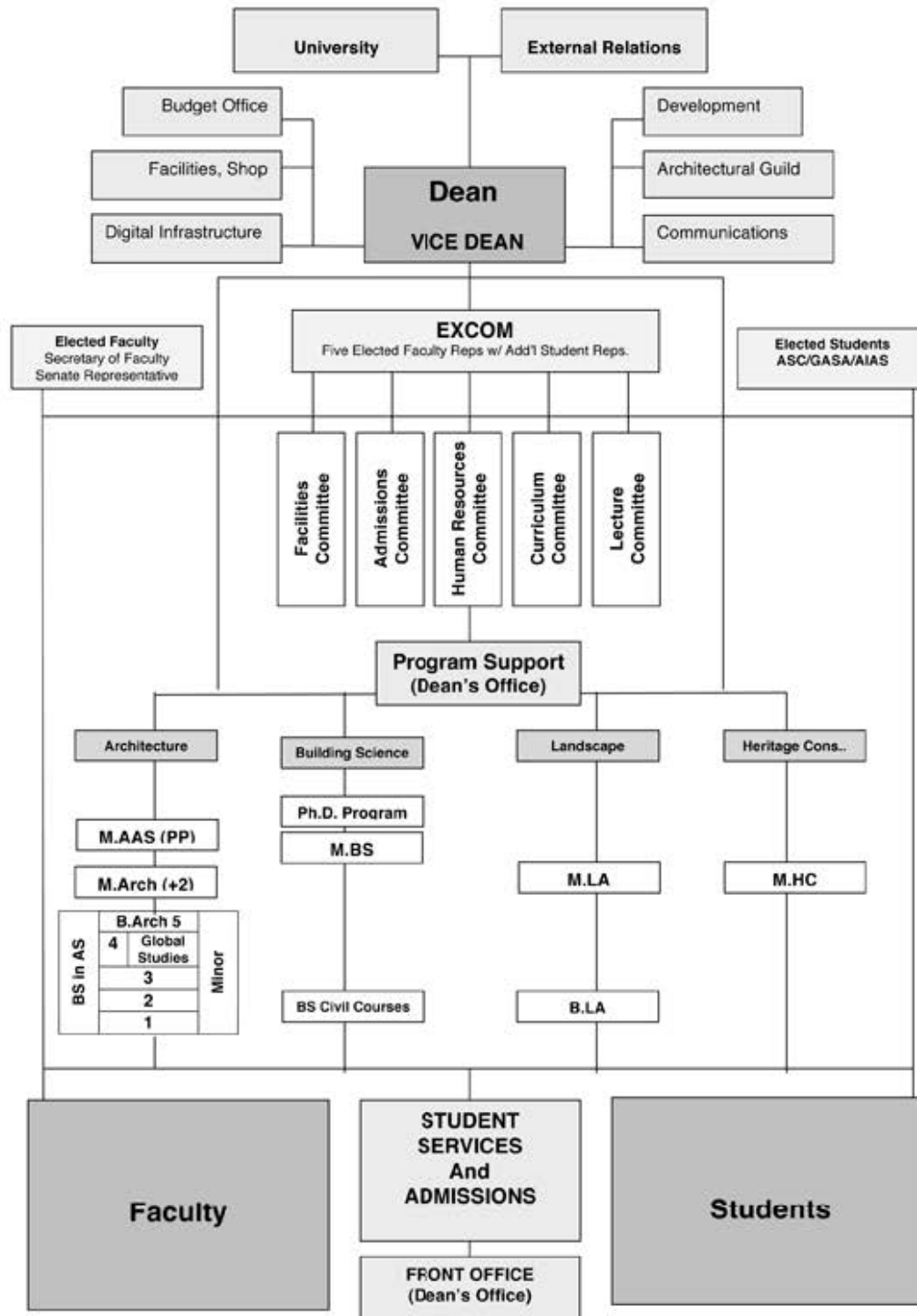
Five Elected Faculty Representative on Ex Com representing the Five Standing Committees  
Admissions - Lectures, Publication, Exhib - Curriculum - Human Resources - Facilities



CURRENT MAP OF DEGREE PROGRAMS (020613)

## 9.1.8 Working Map of Larger School Structure (Approved 02/06/13)

### Working Map of Larger School Structure (Approved 02/06/13)





### 9.1.9 Service Percentages Document (approved 11-7-18)

#### EXPECTATIONS:

Tenured Faculty: 20% Service (8 hours/week on average)  
Tenure-Track Faculty: 15% Service (6 hours/week on average)  
FT RTPC Faculty: 20% Service (8 hours/week on average)  
PT RTPC Faculty: 5 % Service (2 hours/week on average)

% to Hour Ratio: 2.5% = 1 hour/week or 16 hours/semester; 5% = 2 hours/week or 32 hours/semester;  
10% = 4 hours/week or 64 hours/semester; 20% = 8 hours/week or 128 hours/semester.

It is expected that faculty members perform additional service for external professional organizations in their fields. Faculty members should list and explain the significance of such service on their annual and third year review forms. In general, a faculty member's external professional service does not lessen the core percentage of expected School of Architecture service. Administrative appointments do not release faculty members from SoA service expectations. Significant service overloads should be discussed and negotiated with the Dean.

#### SERVICE % BREAKDOWN:

5% Base Service Load for All Faculty Members (approximately 2 hours/week or 32 hours/semester, typically including the following)

- Regular attendance at monthly faculty meetings
- Attendance at occasional School of Architecture program meetings
- Attendance and participation in annual faculty retreats
- Attendance at School of Architecture public lectures and other School-wide events including candidate visits
- Completing mandatory training
- Completing annual faculty review forms
- Active participation in matters of shared responsibility, including those relating to our continuing accreditation
- Attendance and participation in end of semester reviews

+10 % Service Load for All Full-Time Faculty Members (approximately 4 hours/week or 64 hours/semester)

Regular attendance and participation if appointed or elected as one of the following:

- Member of a Standing Committee (Communications and Events; Curriculum; Diversity, Inclusion, and Admissions; Space and Technology; Workforce Policy)
- Member of a Review Committee (Cardinal or Gold)
- Secretary of the Faculty
- Participating in annual admissions reviews
- Involvement in faculty hiring process (attending lectures, evaluating candidate dossiers, participating in discussions, and providing written feedback)

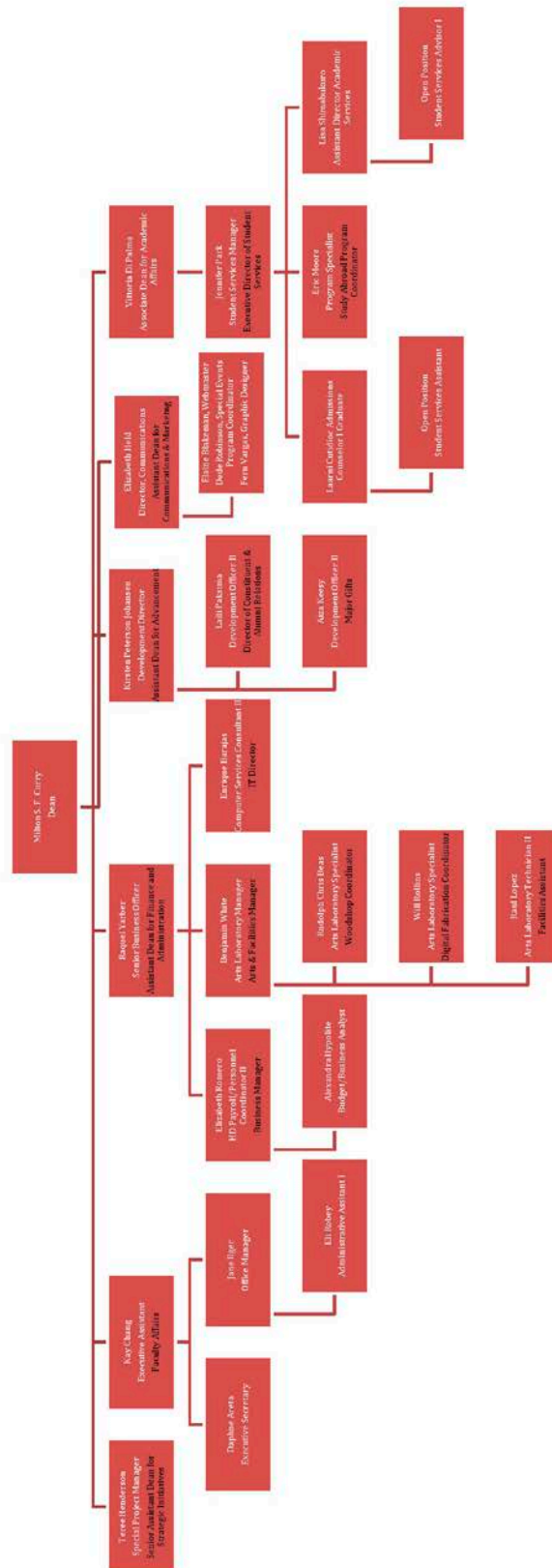
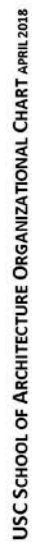
+5% Additional Service (approximately 2 hours/week or 32 hours/semester)

- Member of EXCOM
- Search Committee Member
- Chair of a Standing Committee or a Search Committee
- Senate Representative, UCAPT member, or other larger University service role
- Tenure and Promotion Review Subcommittee member
- Other larger School service role

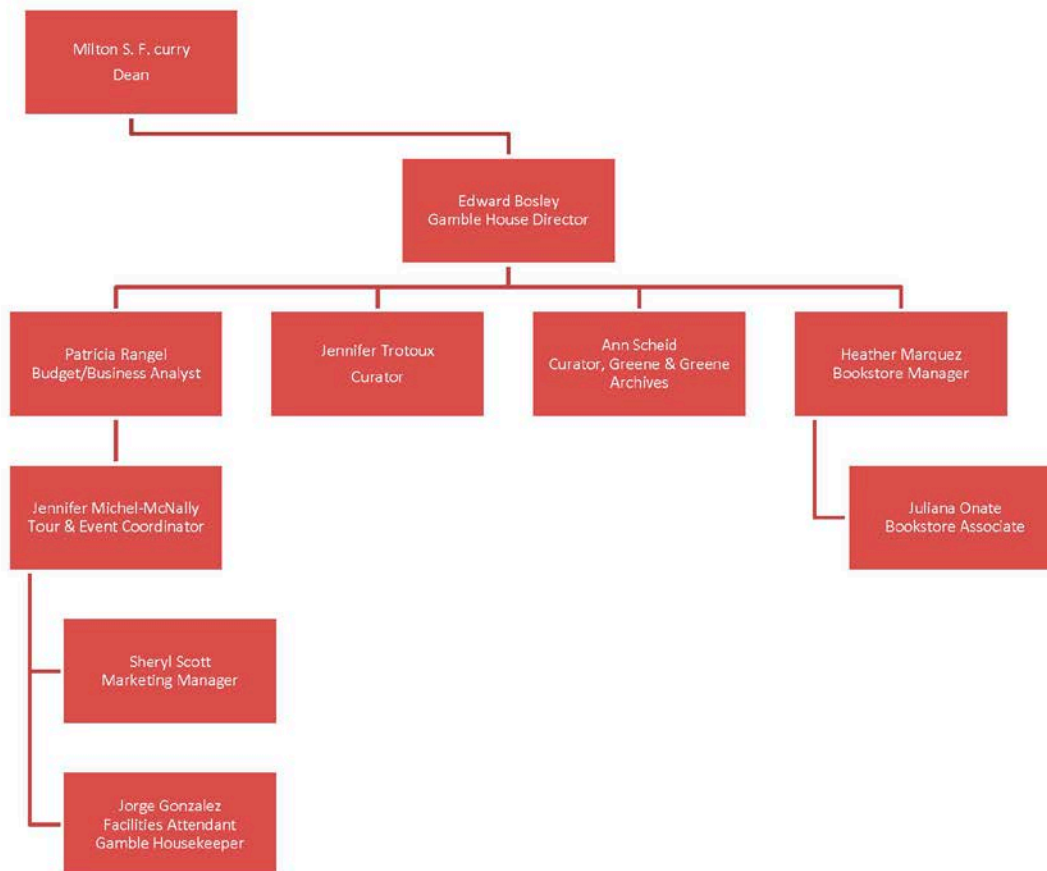
+2.5% Additional Service (approximately 1 hour/week)

- Mentoring of one or two faculty members
- Secretary of a Standing Committee
- University Committee member or other smaller University service role
- Other smaller School service role

## 9.2 Outline of Staff Roles (Updated Annually)



USC SCHOOL OF ARCHITECTURE ORGANIZATIONAL CHART APRIL 2018



### 9.3 Undergraduate Studies Overview

9.3.1 Bachelor of Architecture Program

9.3.2 Bachelor of Science- 4-Year Degree

9.3.3 Bachelor of Landscape Architecture + Urbanism

9.3.4 Minor Programs

9.3.5 Undergraduate Building Science Program (School of Engineering)

### 9.4 Graduate Studies Overview

9.4.1 M.ARCH. +2

9.4.2 M.ARCH. PP

9.4.3 M.L.ARCH.

9.4.4 M.B.S.

9.4.5 M.H.P.

9.4.6 Certificate Programs

9.4.7 Ph.D. Program