

Harvard University

Graduate School of Design

Faculty Appointments Handbook

Policies and Procedures for Faculty Searches, Promotions, and Reappointments

Approved by Vote of the Senior Faculty Council, March 27, 2019

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I. INTRODUCTION

The Graduate School of Design educates leaders in design, research, and scholarship to make a resilient, just, and beautiful world.

To succeed in its mission, the GSD must develop an academic community of excellence and diversity. The *Faculty Appointments Handbook* describes faculty searches, promotions, and reappointments policies and procedures, approved by the Office of the Provost at Harvard University, for individuals who fill faculty positions in the school. The Handbook is intended to complement and extend university policies and, should conflicts arise, university policies shall govern.

The *Faculty Appointments Handbook* is one of three documents that explain policies and procedures relevant to faculty members at the GSD. The others include the *Faculty Policies Handbook*, which describes policies and procedures relevant to faculty engagement, employment, and conduct, and the *Guidelines for Instruction Handbook*, which describes policies and procedures for course planning, delivery of instruction, departmental and program-related resources, and other aspects of curricular engagement.

The total number of positions on the Faculty of Design and, in particular, the balance between senior and junior voting faculty positions are largely governed by the academic requirements of the school and the financial resources available. The GSD intends to select the best available person to fill each position, whether from inside or outside the school. If the best available person to fill a position does not meet the standards of excellence sought for the faculty, the school generally considers it better to leave the position unfilled.

The school seeks to appoint and promote individuals who are highly effective teachers as well as creative and productive scholars and/or practitioners. Individuals are appointed to the voting faculty or the non-voting faculty. Junior and senior positions on the voting faculty are filled through searches for external candidates, promotions of internal candidates, and reappointments of internal candidates.

II. CRITERIA FOR INITIAL APPOINTMENTS, PROMOTIONS, AND REAPPOINTMENTS

Positions in the faculty may be filled through searches for external candidates, through reappointments of existing faculty members, and, in the case of tenure-track faculty members, through promotions. The general criterion for reviewing all voting faculty candidates is *exceptional quality* that places candidates among the best when compared to individuals at comparable stages of career development. To this end, the school seeks to attract and retain individuals who possess a *quality of mind* demonstrating high levels of intelligence, clarity of expression, analytical ability, critical judgment, imagination, creativity, initiative, and industry, and a quality that enables individuals to support free inquiry and expression by others and to interact and work in constructive, collegial collaboration with faculty, staff, and students. In the school's evaluation of candidates, desirable individual qualities and high potential are not substitutes for a record of creative and productive achievement. Creative contributions to the field through scholarship and/or design are essential to effective teaching over time. Continued study and investigation with public exposition of research and professional accomplishments are normal obligations of faculty at Harvard.

The general criterion for reviewing all *non-voting faculty candidates* is that they are highly respected in their fields.

The specific criteria for reviewing candidates for appointments and reappointments to and promotions within the voting faculty at different ranks include the following:

For tenured senior faculty: Candidates must demonstrate that they are highly effective teachers whose creative work in scholarship, design research/work, or professional practice, or a combination thereof, is recognized by peers as a preeminent and enduring intellectual contribution to their field.

For non-tenured senior faculty: Candidates must demonstrate that they are highly effective teachers whose creative work in scholarship, design research/work, or professional practice, or a combination thereof, is recognized by peers as a significant intellectual contribution to their field.

For tenure-track junior faculty: Candidates must demonstrate that they are or hold promise of being highly effective teachers whose creative work in scholarship, design research/work, or professional practice, or a combination thereof, holds promise, consistent with their stage of career development, of making them viable candidates for tenure in the future.

For non-tenure-track junior faculty: Candidates must demonstrate that they are or hold promise of being highly effective teachers whose creative work in scholarship, design research/work, or professional practice, or a combination thereof, shows, consistent with their stage of career development, that they are making an important intellectual contribution to their field.

With regard to *teaching*, candidates must demonstrate achievement or promise of achievement in highly effective teaching through their command of subject, logic of organization, clear communication of material, and capacity to develop relationships between the topic and the broader field in which they engage. Candidates must provide evidence of their ability to arouse curiosity in and stimulate creative work by students. Preparation of textbooks or teaching aids and the development of curriculum can be aspects of achievement in teaching but are not substitutes for demonstrated or promise of in-class performance.

With regard to *creative work*, candidates must demonstrate evidence of a creative and productive mind through scholarship, design work/research, or professional work, or a combination thereof. All work will be evaluated for originality, significance, influence, and intellectual contribution to the candidate's field that will benefit the learning of others. The school will assess scholarship through books and articles in peer reviewed and other well-regarded academic publications, as well as contributions to peer-reviewed conferences. The school will assess design work/research through drawings, models, exhibitions, built work, and books and articles in well-regarded publications as well as professional conference contributions authored by the candidate or by others about the candidate's work. The school will assess professional work in terms of its significance within the relevant profession with the understanding that professional work demonstrating professional competence and quantity will not distinguish the candidate.

Extraordinary academic service to a department and school and extraordinary public service related to the candidate's field may be considered during reviews for promotion or reappointment to the extent such service has contributed significantly to the candidate's value as a member of the school's faculty. In addition, demonstrations of the candidate's willingness and capacity for meaningful collaboration across departments within the School and with other faculties within the University may be considered. Such service and demonstrations will not substitute for demonstrations of highly effective teaching and creative work.

The school appraises candidates according to individual career development. It is not expected that individuals in the initial phases of their careers will have the same records of achievement as more senior individuals in the field. The guiding principle is that the school should have a faculty

of exceptional quality and that its individual members should be among the most creative and productive in the field when compared to individuals at comparable stages of career development.

III. APPOINTMENTS IN THE FACULTY OF DESIGN

Each academic appointment in the Faculty of Design is made under one of the following titles and reflects the career patterns of individuals and their relationship to the school's departments. Except for tenured appointments, all appointments are for a fixed term and there are no obligations for reappointment or promotion beyond the fixed term. Faculty appointments are categorized as Voting Faculty Appointments, composed of senior and junior faculty appointments, and Non-Voting Faculty Appointments.

Other than tenured appointments, each appointment has a maximum fixed term and maximum limit of time of cumulative consecutive or non-consecutive service, listed below. Under extraordinary circumstances, the maximum fixed term and maximum limit of time may be adjusted upon recommendation of the relevant department and the Senior Faculty Council, approval of the dean, and, where appropriate, approval of the president or the president's designee. For information about leaves and other interruptions in service, the *Faculty Policies Handbook* should be consulted.

A. VOTING FACULTY APPOINTMENTS

1. Senior Faculty Appointments: Tenured

Professor no fixed term, no limit of time

Professor in Practice (tenured) no fixed term, no limit of time

Professor

Description

The position of professor is intended for individuals pursuing full-time academic careers who are highly effective teachers and whose creative work in scholarship, design research/work, or professional practice, or a combination thereof, is recognized by peers as a preeminent and enduring intellectual contribution to their field. Individuals in this position will employ their time teaching, conducting creative work in scholarship or design research/work, and fulfilling their responsibilities for academic service. Appointments are made with tenure on a full-time basis.

An individual holding the position of professor is an officer of the University and may not concurrently hold a position at another academic institution. Residency in the Boston area is normally required. Activities outside the university are limited, and professors who wish to engage in professional or other activities for extended periods of time at levels greater than permitted for full-time appointees will be required to change the status of their appointments. The dean of the Faculty of Design, after consultation with the Senior Faculty Council, will determine on a case-by-case basis whether a change of status is warranted.

Individuals holding the position of professor serve on the Senior Faculty Council and provide leadership through such activities as heading departments, directing degree programs, and chairing committees.

Process for Appointment

Individuals may be appointed to the position of professor through a promotion and tenure review of an associate professor or through a search for an external candidate. Promotion from associate professor to professor requires a review with external letters, normally in the penultimate year of the appointment, conducted by a committee appointed by the dean in consultation with the department chair, departmental review, Senior Faculty Council review, recommendation by the dean, presidential ad hoc review, and approval by the president. See Section IV.C. below regarding tenure-track promotion processes.

Appointment of an external candidate normally requires a search conducted by a search committee with notice, outreach, candidate visits, external letters, and deliberation, followed by departmental review, Senior Faculty Council review, recommendation by the dean, presidential ad hoc review, and approval by the president. In exceptional circumstances, a targeted search in which a candidate is identified at the start of the appointments process may be authorized by the provost after a recommendation from the dean in consultation with the senior faculty of the relevant department and the Senior Faculty Council.

Professor in Practice (Tenured)

Description

The position of professor in practice (tenured) is intended for individuals pursuing part-time academic careers combining teaching and academic service who maintain active professional roles with the balance of their time. The position is reserved for individuals who are highly effective teachers and whose creative work in professional practice is recognized by peers as a preeminent and enduring intellectual contribution to their field. Appointments are made with tenure on normally a half-time basis. Professors in practice (tenured) assume half the normal teaching load and the full normal load of academic service, but do not conduct creative work as part of their academic career within the school. Professors in practice (tenured) must maintain active professional roles with the balance of their time.

An individual holding the position of professor in practice is an officer of the University and may not concurrently hold an academic position at another academic institution. Residency in the Boston area is normally required. Individuals holding this position who cannot continue to fulfill their annual teaching obligations are subject to University policies limiting the amount of time that tenured faculty may be on leave and/or not in residence, which is normally a maximum of two consecutive years. Individuals holding the position of professor in practice (tenured) serve on the Senior Faculty Council and provide leadership in areas of academic service.

Process for Appointment

Appointment to the position of professor in practice (tenured) normally requires a search conducted by a search committee with notice, outreach, candidate visits, external letters, and deliberation, followed by departmental review, Senior Faculty Council review, recommendation by the dean, presidential ad hoc review, and approval by the president. In exceptional circumstances, a targeted search in which a candidate is identified at the start of the appointments process may be authorized by the provost after a recommendation from the dean in consultation with the senior faculty of the relevant department and the Senior Faculty Council.

2. Senior Faculty Appointments: Non-Tenured

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| <i>Professor in Practice</i> | maximum five-year fixed term, with possibility of additional maximum five-year fixed terms |
| <i>Senior Lecturer</i> | maximum five-year fixed term, with possibility of additional maximum five-year fixed terms |
| <i>Professor in Residence</i> | maximum five-year fixed term, with possibility of second maximum five-year fixed term following the initial appointment, cumulative consecutive or non-consecutive maximum limit of time of 10 years |

Professor in Practice

Description

The position of professor in practice without tenure is intended for individuals pursuing careers in professional practice related to fields of study at the school who commit themselves to part-time teaching and other activities at the school. The position is reserved for individuals who are highly effective teachers and who have demonstrated a distinguished record of professional work that has been recognized by peers as a significant contribution to the field. Appointments are made for a fixed term up to five years on a part-time basis. Teaching responsibilities normally shall be for not less than one-quarter nor more than one-half the teaching load of full-time faculty. Teaching responsibilities may be concentrated in one period, one module, one term, or the full academic year, subject to agreement on a satisfactory schedule with the department chair and dean. Professors in practice who do not have tenure must maintain active professional roles with the balance of their time. An individual holding the position of professor in practice that does not carry tenure is an officer of the University and may not concurrently hold an academic position at another academic institution. Individuals holding this position serve on the Senior Faculty Council but may not participate in decisions about tenured appointments, appointments or reappointments of senior non-tenured positions, or the Faculty Appointments Handbook.

Process for Appointment

Initial appointment to the position of professor in practice that does not carry tenure normally requires a search conducted by a search committee with notice, outreach, candidate visits, external letters, and deliberation, followed by departmental review, Senior Faculty Council review, recommendation by the dean, and approval by the provost. In exceptional circumstances, a targeted search in which a candidate is identified at the start of the appointments process may be authorized by the provost after a recommendation from the dean in consultation with the senior faculty of the relevant department and the Senior Faculty Council.

Reappointments for maximum five-year fixed terms may be made if the dean and senior faculty of the department recommend the consideration of a reappointment and a reappointment review is conducted including review by a reappointment committee appointed by the dean, in consultation with the department chair and composed of senior members of the department with external letters, departmental review, review by the Senior Faculty Council, recommendation by the dean, and approval by the provost. Written notice concerning the School's intention to allow an appointment to conclude at the end of the current term shall be given not later than one year before the end of the current appointment. Thus most reviews will be conducted during the penultimate year of an appointment.

Appointment of an associate professor in practice to professor in practice without tenure may be made if the dean and senior faculty of the department recommend the consideration of the appointment and a review is subsequently conducted including review by a committee appointed by the dean, in consultation with the department chair, and composed of senior members of the department with external letters, departmental review, review by the Senior Faculty Council, recommendation by the dean, and approval by the provost.

Senior Lecturer

Description

The position of senior lecturer is intended for individuals pursuing academic careers who commit themselves to teaching and scholarship at the school. The position is reserved for individuals who are highly effective teachers and who have demonstrated a distinguished record of scholarly work that has been recognized by peers as significant. Appointments are made for fixed terms up to five years on a full-time or part-time basis. If the appointment is made on a part-time basis, teaching responsibilities normally shall be for not less than one-quarter nor more than one-half the teaching load of full-time faculty. Such part-time teaching responsibilities may be concentrated in one period, one module, one term, or the full academic year, subject to agreement on a satisfactory schedule with the department chair and dean. An individual holding the position of senior lecturer is an officer of the University and may not concurrently hold an academic position at another academic institution. Individuals holding the position of senior lecturer serve on the Senior Faculty Council but may not participate in decisions about tenured appointments, senior non-tenured positions, or the Faculty Appointments Handbook.

Process for Appointment

Initial appointment to the position of senior lecturer normally requires a search conducted by a search committee with notice, outreach, candidate visits, external letters, and deliberation, followed by departmental review, Senior Faculty Council review, recommendation by the dean, and approval by the provost. In exceptional circumstances, a targeted search in which a candidate is identified at the start of the appointments process may be authorized by the provost after a recommendation from the dean in consultation with the senior faculty of the relevant department and the Senior Faculty Council. Reappointments for maximum five-year fixed terms may be made if the dean and senior faculty of the department recommend the consideration of a reappointment and a reappointment review is subsequently conducted including review by a reappointment committee appointed by the dean, in consultation with the department chair, composed of senior members of the department, with external letters, followed by departmental review, review by the Senior Faculty Council, recommendation by the dean, and approval by the provost.

Professor in Residence

Description

The position of professor in residence is intended for distinguished scholars and practitioners who are highly effective teachers and who have been recognized by peers as having made significant, ongoing intellectual contributions to their field through a career-spanning record of scholarship and/or practice. Appointments at this rank are made on the occasion when the school determines that it has time-limited needs best served by a term

appointment. An initial appointment may be made for a fixed term up to five years on a full-time basis. One reappointment may be made for a fixed term up to five years on a full-time basis. Individuals holding the position of professor in residence are officers of the University and may not concurrently hold a position at another academic institution. Residency in the Boston area is required. Professors in residence shall employ their time teaching, conducting creative work in scholarship and/or design, and fulfilling responsibilities for academic service. They may provide leadership in the school through such activities as chairing departments and directing programs. Professors in residence serve on the Senior Faculty Council but may not participate in decisions about tenured appointments or the Faculty Appointments Handbook.

Process for Appointment

The School must seek authorization from the provost to conduct a search or a targeted search for an individual to fill the position of professor in residence. The focus of this authorization is to interrogate the School's claim that the search should be for a term-limited rather than full-time tenured professor and/or that an individual candidate merits a targeted search. Initial appointment to the position of professor in residence requires a search conducted by a search committee with notice, outreach, candidate visits, external letters, and deliberation, followed by departmental review, Senior Faculty Council review, recommendation by the dean, and approval by the provost. Reappointment as professor in residence for a second and final five-year term requires reauthorization of the position by the provost, departmental review, review by the Senior Faculty Council, recommendation by the dean, and approval by the provost.

3. Junior Faculty Appointments: Tenure-Track

Junior faculty members with tenure-track appointments are guaranteed a review for possible promotion from assistant professor to associate professor and, if appointed or promoted to the position of associate professor, a review for possible promotion from associate professor to professor. It is normal practice to appoint or promote a greater number of individuals to the junior tenure-track ranks than the number of individuals who will ultimately be promoted to professor. As a consequence, some assistant and associate professors will continue their careers elsewhere.

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| <i>Associate Professor</i> | four- to six-year fixed term; if preceded by appointment as assistant professor, the cumulative consecutive or non-consecutive maximum limit of time as assistant professor and associate professor is 10 years |
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| <i>Assistant Professor</i> | four- to six-year fixed term |
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Associate Professor

Description

The position of associate professor is intended for individuals pursuing full-time academic careers who are highly effective teachers and whose creative work in scholarship, design/research work, or professional practice, or a combination thereof, indicates they are making excellent progress in their academic careers and that they will likely be viable candidates for tenure in the future. Appointments are made for a fixed term of four to six years on a full-time basis. If preceded by an appointment as assistant professor, the cumulative consecutive or non-consecutive maximum

limit of time as assistant professor and associate professor may not exceed 10 years. Associate professors are guaranteed a review for promotion to professor, but are not guaranteed such a promotion. An individual holding the position of associate professor is an officer of the University and may not concurrently hold a position at another academic institution. Residency in the Boston area is normally required.

Process for Appointment

Individuals may be appointed to the position of associate professor through a promotion review of an assistant professor or a search for an external candidate. Promotion from assistant professor to associate professor requires promotion committee review with external letters, followed by departmental review, Senior Faculty Council review, recommendation by the dean, and approval by the provost. The departmental senior faculty may serve as the promotion committee if requested by the department chair and approved by the dean. Appointment of an external candidate normally requires a search conducted by a search committee with notice, outreach, candidate visits, external letters, and deliberation, followed by departmental review, Senior Faculty Council review, recommendation by the dean, and approval by the provost. In exceptional circumstances, a targeted search in which a candidate is identified at the start of the appointments process may be authorized by the provost after a recommendation from the dean in consultation with the senior faculty of the relevant department and the Senior Faculty Council.

Assistant Professor

Description

The position of assistant professor is intended for individuals pursuing full-time academic careers who have some teaching experience and whose creative work in scholarship, design/research work, or professional practice, or a combination thereof, indicates that they have a promising future in their academic career and may someday be viable candidates for tenure. Candidates should have completed the formal educational requirements of their fields which, for designers, shall normally be a professional master's degree plus professional experience and, for scholars, shall normally be a doctoral degree. Appointments are made for a fixed term of four to six years on a full-time basis. Assistant professors are guaranteed a review for promotion to associate professor, not later than the penultimate year of the assistant professor appointment, but are not guaranteed such a promotion. An individual holding the position of assistant professor is an officer of the University and may not concurrently hold a position at another academic institution. Residency in the Boston area is normally required.

Process for Appointment

Appointment to the position of assistant professor normally requires a search conducted by a search committee with notice, outreach, candidate visits, external letters, and deliberation, followed by departmental review, Senior Faculty Council review, recommendation by the dean, and approval by the provost. In exceptional circumstances, a targeted search in which a candidate is identified at the start of the appointments process may be authorized by the provost after a recommendation from the dean in consultation with the senior faculty of the relevant department and the Senior Faculty Council.

4. Junior Faculty Appointments: Practice Positions

Associate Professor in Practice maximum five-year fixed term, with possibility of second maximum five-year fixed term following the initial appointment, for a cumulative consecutive or non-consecutive maximum limit of time of 10 years; if preceded by appointment as assistant professor in practice, the cumulative maximum limit of time as assistant professor in practice and associate professor in practice is 15 years

Assistant Professor in Practice maximum five-year fixed term

Associate Professor in Practice

Description

The position of associate professor in practice is intended for individuals pursuing careers in professional practice related to fields of study at the school who commit themselves to part-time teaching and other activities at the school. The position is reserved for individuals who are highly effective teachers and whose professional work is gaining significant recognition by practitioners. Appointments are made for a fixed term up to five years on a part-time basis. Teaching responsibilities normally shall be for not less than one-quarter nor more than one-half the teaching load of full-time faculty. Teaching responsibilities may be concentrated in one period, one module, one term, or the full academic year, subject to agreement on a satisfactory schedule with the department chair and dean. Associate professors in practice are expected to participate in the life of the school such as attend faculty meetings, serve on admissions committees, and serve on other committees. Associate professors in practice must maintain active professional roles with the balance of their time. An individual holding the position of associate professor in practice is an officer of the University and may not concurrently hold an academic position at another academic institution.

The cumulative consecutive or non-consecutive maximum limit of time as assistant professor in practice and associate professor in practice may not exceed 15 years. A part-time appointment in any one year counts as one year of service. Associate professors in practice may receive, but are not guaranteed a review for appointment to the position of professor in practice without tenure.

Process for Appointment

Appointments are made through a search for an external candidate or through an appointment of an assistant professor in practice. Appointment of an external candidate normally requires a search conducted by a search committee with notice, outreach, candidate visits, external letters, and deliberation, followed by departmental review, Senior Faculty Council review, recommendation by the dean, and approval by the provost. In exceptional circumstances, a targeted search in which a candidate is identified at the start of the appointments process may be authorized by the provost after a recommendation from the dean in consultation with the senior faculty of the relevant department and the Senior Faculty Council.

Appointment of an assistant professor in practice to be an associate professor in practice may be made if the dean and senior faculty of the department recommend the consideration of the appointment and a review is subsequently conducted including review by a committee appointed by the dean, in consultation with the department chair, composed of senior members of the

department, with external letters, departmental review, review by the Senior Faculty Council, recommendation by the dean, and approval by the provost.

A one-time reappointment for one maximum five-year fixed term may be made if the dean and senior faculty of the department recommend the consideration of the reappointment and a reappointment review is subsequently conducted including review by a committee appointed by the dean, in consultation with the department chair, composed of senior members of the department, external letters, departmental review, review by the Senior Faculty Council, recommendation by the dean, and approval by the provost.

Assistant Professor in Practice

Description

The position of assistant professor in practice is intended for individuals pursuing careers in professional practice related to fields of study at the school who commit themselves to part-time teaching and other activities at the school. Candidates for the position should have some teaching experience and a record of professional work that is likely to gain significant recognition by practitioners in the future. Candidates should have completed the terminal educational requirements of their fields which, for designers, shall normally be a professional master's degree plus professional experience and for other practitioners the terminal degree in their field. Appointments are made for a maximum of one fixed term up to five years on a part-time basis. Teaching responsibilities normally shall be for not less than one-quarter nor more than one-half the teaching load of full-time faculty. Teaching responsibilities may be concentrated in one period, one module, one term, or the full academic year, subject to agreement on a satisfactory schedule with the department chair and dean.

Assistant professors in practice are expected to participate in the life of the school such as attend faculty meetings, serve on admissions committees, and serve on other committees. Assistant professors in practice must maintain active professional roles with the balance of their time. An individual holding the position of assistant professor in practice is an officer of the University and may not concurrently hold an academic position at another academic institution. The cumulative consecutive or non-consecutive maximum limit of time as assistant professor in practice and associate professor in practice may not exceed 15 years. A part-time appointment in any one year counts as one year of service. Assistant professors in practice may receive but are not guaranteed a review for appointment to the position of associate professor in practice.

Process for Appointment

Appointment of an assistant professor in practice normally requires a search conducted by a search committee with notice, outreach, candidate visits, external letters and deliberation, followed by departmental review, Senior Faculty Council notification, recommendation by the dean, and approval by the provost. In exceptional circumstances, a targeted search in which a candidate is identified at the start of the appointments process may be authorized by the provost after a recommendation from the dean in consultation with the senior faculty of the relevant department and the Senior Faculty Council.

B. NON-VOTING FACULTY APPOINTMENTS

1. Design Critic, Lecturer, Instructor Appointments

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| <i>Design Critic</i> | one-year to five-year fixed terms |
| <i>Lecturer</i> | one-year to five-year fixed terms |
| <i>Instructor</i> | maximum one-year fixed term, with possibility of one additional one-year fixed term under special circumstances |

A part-time appointment of any duration in any one year is equivalent to one year of service. Reappointments beyond 10 years of cumulative consecutive or non-consecutive service in all faculty positions previously held shall require a Senior Faculty Council finding of “exceptional School need.” The bases for such a finding are (a) that the appointee in question is virtually irreplaceable as an instructor in an area essential to the School’s curriculum, or (b) that the appointee in question is such a superb instructor, ranking among the very best in the School, that the School’s ability to recruit a comparable replacement is highly doubtful. A Senior Faculty Council finding of “exceptional School need” requires approval by at least fifty percent of the entire senior faculty in residence during the semester in question.

Design Critic

Lecturer

Description

The positions of design critic and lecturer are intended for individuals pursuing careers in professional practice or other endeavors related to fields of study at the school who will provide studio instruction in the case of design critics and non-studio instruction in the case of lecturers. The positions are reserved for individuals with proven competence in their areas of specialty. Individuals are normally appointed on a part-time or full-time basis for a term ranging from one year to a maximum of five years. Part-time normally means teaching responsibilities not less than one-quarter nor more than one-half the teaching load of full-time faculty.

An individual holding this position is an officer of the university and a non-voting member of the Faculty of Design. A design critic or lecturer may hold an existing academic appointment at another institution at the time of appointment to the Faculty of Design provided that the sum of all appointments does not exceed one full-time position. Once appointed, accepting an academic appointment or reappointment at another institution requires the approval of the dean.

Process for Appointment

Appointments and reappointments of part-time design critics and lecturers for terms up to five years normally require recommendation by the department chair, review by the departmental senior faculty if requested by any of its members, and approval by the dean. Notice to members of the departmental senior faculty may be accomplished by phone, email, or regular mail, as long as it allows sufficient time for review by the departmental senior faculty convened in a meeting if requested. Although a search is not required for part-time design critic and lecturer appointments, a reasonable effort must be made to meet the GSD’s affirmative action policy.

Appointments and reappointments of full-time design critics and lecturers for terms up to two years or less require recommendation by the department chair, review by the departmental senior faculty if requested by any of its members, and approval by the dean. Notice to members of the departmental senior faculty may be accomplished by phone, email, or regular mail, as long as it allows sufficient time for review by the departmental senior faculty convened in a meeting if requested. Appointments and reappointments of full-time design critics and lecturers involving cumulative consecutive or non-consecutive service of three years or more normally require a search conducted by a search committee with notice, outreach, candidate visits, external letters, and deliberation, followed by departmental review, and approval by the dean. Any reappointment that would extend the period of cumulative consecutive or non-consecutive service beyond five years requires Senior Faculty Council review in addition to the above-described process.

Reappointments of design critics and lecturers beyond 10 years of cumulative consecutive or non-consecutive service in all positions held in the school, for terms not to exceed three years, shall require a Senior Faculty Council finding of "exceptional School need." The bases for such a finding are (a) that the appointee in question is virtually irreplaceable as an instructor in an area essential to the School's curriculum, or (b) that the appointee in question is such a superb instructor, ranking among the very best in the School, that the School's ability to recruit a comparable replacement is highly doubtful. A Senior Faculty Council finding of "exceptional School need" requires approval by at least fifty percent of the entire senior faculty in residence during the semester in question. A part-time appointment of any duration in any one year counts as a full year of service for purposes of reappointments.

Instructor

Description

The position of instructor is intended for individuals pursuing academic careers who are qualified to offer instruction but are not yet qualified for appointments as assistant professor, assistant professor in practice, design critic, or lecturer. A current student in good standing in a doctoral program who has satisfactorily "passed to candidacy" by completing general exams may be appointed on a half-time or less basis while completing the dissertation, for a term not less than one module and not greater than one academic year. Only one reappointment may be made, for a maximum time of two years. An individual who is not a student in any degree program at Harvard may be appointed on a full- or part-time basis for a term not less than one module and not greater than one academic year. Only one reappointment may be made for a maximum time of two years. A part-time appointment of any duration in any one year is counted as one year for purposes of reappointments. An individual holding this position is an officer of the university. Doctoral students who are instructors should not attend department meetings due to their status as students and the conflicts that such status may present.

Process for Appointment

Appointments and reappointments require recommendation by the department chair, review by the departmental senior faculty if requested by any of its members, and approval by the dean. Notice to members of the departmental senior faculty may be accomplished by phone, email, or regular mail, as long as it allows sufficient time for review by the departmental senior faculty convened in a meeting if requested. Although a search is not required, a reasonable effort must be made to meet the GSD's affirmative action policy.

2. Visiting Appointments

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|-------------------------------------|-----------------------------|
| <i>Visiting Professor</i> | maximum two-year fixed term |
| <i>Visiting Associate Professor</i> | maximum two-year fixed term |
| <i>Visiting Assistant Professor</i> | maximum two-year fixed term |

Visiting Professor **Visiting Associate Professor** **Visiting Assistant Professor**

Description

The positions of visiting professor, visiting associate professor, and visiting assistant professor are intended for individuals who hold continuing academic ladder appointments with the titles of professor, associate professor, or assistant professor at other institutions. These individuals should be on full or partial leaves from their home institutions to teach at the GSD. A full- or part-time appointment may be made for a period not greater than two continuous academic years with “visiting” added to the titles they hold at their home institutions. A part-time appointment of any duration in any one year is equivalent to one full year of service.

Process for Appointment

Appointment to a visiting position requires recommendation by the department chair, approval of the dean, and approval of the provost. Although a search is not required, reasonable efforts should be made to meet the GSD’s affirmative action policy.

3. Research Professor and Professor Emerita/Emeritus Appointments

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|--|---|
| <i>Research Professor</i> | maximum five-year fixed term |
| <i>Research Professor in Practice</i> | maximum five-year fixed term |
| <i>Professor Emerita or Emeritus</i> | designation for tenured professors upon full retirement from the university |
| <i>Professor in Practice Emerita or Emeritus</i> | designation for tenured professors in practice upon full retirement from the university |

Research Professor **Research Professor in Practice** **Professor *Emerita* or *Emeritus*** **Professor in Practice *Emerita* or *Emeritus***

Description

Individuals who have held appointments in the Faculty of Design as professor or professor in practice (tenured) for the immediately preceding five years and who retire from active status at age 60 or older shall receive emerita or emeritus status and be known as Professor *Emerita*, Professor *Emeritus*, Professor in Practice *Emerita*, or Professor in Practice *Emeritus*. An appointment with the title of Research Professor or Research Professor in Practice is available to such professors who, when they retire from active status, request this status instead of the *emerita* or *emeritus* status. An appointment with the title Research Professor or Research Professor in Practice may be held for a maximum of five years after retirement from active status. In initially requesting the Research Professor or Research Professor in Practice appointment and for each year thereafter, the faculty member shall write to the dean describing her or his planned research or creative design work for the coming year. In the absence of such a description, at the individual's request, or at the end of the five-year period, the appointment with the title Research Professor or Research Professor in Practice shall lapse in favor of the emerita or emeritus appointment. Research Professors or Research Professors in Practice are eligible for principal investigator status and may receive salary from sponsored research project accounts. Subject to availability and consistent with the School's needs, shared office space and access to resources may be provided in accordance with office space policies outlined in the GSD Faculty Policies Handbook.

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

4. Other Appointments

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|------------------------------------|--|
| <i>Faculty Affiliate</i> | maximum three-year fixed term, with possibility of additional maximum three-year fixed terms |
| <i>Others Offering Instruction</i> | refers to individuals with faculty appointments at other Harvard schools who are teaching a course cross-listed at the GSD but who do not have a faculty appointment at the GSD. Term of appointment coincides with course taught. |
| <i>Dependent Lecturer</i> | refers to individuals with staff appointments at the GSD who are teaching a course at the GSD. Term of lecturer appointment coincides with course taught. |
| <i>Dependent Design Critic</i> | refers to individuals with staff appointments at the GSD who are teaching a studio course at the GSD. Term of design critic appointment coincides with course taught. |

Faculty Affiliate

Description

Appointment as a Faculty Affiliate may be granted to individuals who are tenured faculty members in another Harvard Faculty. Such status shall be for a fixed term of up to three years

which may be renewed. Faculty affiliates teach, supervise students, and/or engage in research collaborations in the school. A Faculty Affiliate appointment does not include a titled appointment as professor in the Faculty of Design. Faculty affiliates will be listed on the relevant department list of faculty members. Faculty Affiliates may attend department and full faculty meetings, but are not voting faculty members.

Process for Appointment

The chair of a department, in consultation with senior faculty of the department, makes a recommendation to the dean, who may approve the appointment only after obtaining written approval from the dean of the school in which the faculty affiliate candidate holds tenure. Before a faculty affiliate may be appointed, a written proposal describing the rationale for the appointment, including the candidate's anticipated involvement in the department and school, shall be prepared by the chair of the department. The proposal shall state whether the candidate will offer courses, advise students, participate in research projects, and/or otherwise engage in the intellectual life of the school. In the penultimate year of the term of affiliation, the rationale for the appointment and the level of the Faculty Affiliate's involvement shall be reviewed by the chair of the department, in consultation with the senior faculty of the department and the dean, and the appointment may be extended with the approval of the deans of both faculties or allowed to expire.

Affiliate Status of GSD Faculty within Other Harvard Faculties

Affiliate status of senior voting faculty members within other Harvard Faculties may be approved by the GSD dean after receipt of a proposal from the faculty member stating the nature of the affiliation and compliance with the approval process of the host faculty.

Affiliate status of junior voting faculty members within other Harvard Faculties may be approved by the department chair and the GSD dean after receipt of a proposal from the faculty member stating the nature of the affiliation and compliance with the approval process of the host faculty.

Others Offering Instruction

Individuals with faculty appointments at other Harvard schools, who are not eligible for a formal Faculty Affiliate appointment but who offer cross-listed courses approved by the department chair at the GSD, may be considered under this category and listed for informational purposes on published faculty lists with the titles they hold at their home school. The temporary affiliation coincides with the course taught.

Dependent Lecturer or Dependent Design Critic

Individuals with staff appointments at the GSD may be appointed by the Dean, in consultation with the relevant department chair and departmental senior faculty, for purposes of teaching a course at the GSD. The term of the dependent lecturer or design critic appointment coincides with the course taught.

C. Rules Governing Appointment Change of Current Junior Voting Faculty

1. Appointment Change of Current Tenure-Track Faculty

An assistant professor or associate professor who wishes to resign from the current appointment and become an assistant professor in practice or associate professor in practice may do so through a search. Each year served by an individual as an assistant professor and/or associate professor in the Faculty of Design prior to an appointment as an assistant professor in practice or an associate professor in practice shall count as two years toward the maximum limits of time applicable to appointments as assistant professor in practice or associate professor in practice.

An assistant professor or associate professor who wishes to resign from the current appointment and become a design critic or lecturer may do so upon recommendation of the department chair and approval by the dean. The maximum full-time equivalent (FTE) for the design critic or lecturer appointment shall normally be .50 per year and the maximum number of cumulative consecutive or non-consecutive years as design critic or lecturer following the resignation may not exceed the number of years remaining in the term of the individual's current tenure-track appointment as of the effective date of the resignation. Any subsequent appointment as design critic or lecturer after the end of the design critic or lecturer appointment following the resignation may be made only after a two-year break in service.

A current appointment as an assistant professor or associate professor does not prevent an individual from applying for any senior faculty position in a search.

2. Appointment Change of Current Assistant Professor in Practice and Associate Professor in Practice

An assistant professor in practice or associate professor in practice who wishes to resign from the current appointment and become a design critic or lecturer may do so upon recommendation of the department chair and approval by the dean. The maximum full-time equivalent (FTE) for the design critic or lecturer appointment shall normally be .50 per year and the maximum number of cumulative consecutive or non-consecutive years as design critic or lecturer following the resignation may not exceed the number of years remaining in the term of the individual's current appointment as of the effective date of resignation. Any subsequent appointment as design critic or lecturer after the end of the design critic or lecturer appointment following the resignation may be made only after a two-year break in service.

A current appointment as an assistant professor in practice or associate professor in practice does not prevent an individual from applying for any senior faculty position in a search.

D. Rules Governing Appointment of Former Junior Voting Faculty

1. Appointment of Former Tenure-Track Faculty

An individual who once held the position of assistant professor or associate professor and whose appointment ended before the end of her or his term may not be appointed to the same position again unless the earlier appointment ended because of health or other serious personal reasons. In such a case, a single appointment for the balance of the uncompleted term may be made following departmental review and approval by the dean. An individual who completed the term of an appointment as assistant professor but was not promoted to associate professor may be considered for appointment to associate

professor as part of a search only after a two-year break in service. An individual who completed the term of an appointment as an assistant professor or associate professor may be considered for appointment as a design critic or lecturer only after a two-year break in service. A former appointment as assistant professor or associate professor does not prevent an individual from applying for any senior faculty position in a search. Individuals who have held the rank of assistant or associate professor in the School are ineligible for employment as professor in residence following termination of their assistant professor or associate professor status for a five-year period thereafter.

2. Appointment of Former Assistant Professor in Practice or Associate Professor in Practice

An individual who once held the position of assistant professor in practice or associate professor in practice and whose appointment ended before the end of her or his term may not be appointed to the same position again unless the earlier appointment ended because of health or other serious personal reasons. In such a case, a single appointment for the balance of the uncompleted term may be made following departmental review and approval by the dean. An individual who completed the term of an appointment as assistant professor in practice and was not appointed as an associate professor in practice may be considered for appointment to associate professor in practice as part of a search only after a two-year break in service. An individual who completed the term of an appointment as an assistant professor in practice or associate professor in practice may be considered for appointment as a design critic or lecturer only after a two-year break in service. A former appointment as assistant professor in practice or associate professor in practice does not prevent an individual from applying for any senior faculty position in a search. Individuals who have held the rank of assistant or associate professor in practice in the School are ineligible for employment as professor in residence following termination of their assistant professor in practice or associate professor in practice status for a five-year period thereafter.

IV. DESCRIPTION OF PROCESS FOR INITIAL APPOINTMENTS, PROMOTIONS, AND REAPPOINTMENTS

School-wide priorities for development of the Faculty of Design are discussed periodically by the dean and the Senior Faculty Council and positions in the respective fields are discussed by the chair and senior faculty of each department. Decisions about the size and balance of the faculty, including the availability of tenured positions, are confirmed by the dean and the president or the president's designee. As part of this process, the dean and department chair, in consultation with the administrator in charge of faculty affairs, review appointment timelines for all term positions in each

department and when promotion or reappointment reviews may be conducted to determine how such reviews relate to the creation of new positions.

A. Process for Initial Appointment of External Candidates to Voting Faculty Positions

Initial appointment of an external candidate to the positions of professor, professor in practice (tenured), professor in practice, professor in residence, associate professor, assistant professor, associate professor in practice, and assistant professor in practice normally requires a search conducted by a search committee with notice, outreach, candidate visits, external letters, and

deliberation, followed by departmental review, Senior Faculty Council review (except for assistant professors in practice for which notification to the Senior Faculty Council is substituted for review), recommendation by the dean, presidential ad hoc review in tenure cases, and approval by the president or provost. In exceptional circumstances, a targeted search in which a candidate is identified at the start of the appointments process may be authorized by the provost after a recommendation from the dean in consultation with the senior faculty of the relevant department and the Senior Faculty Council. Searches are conducted by a search committee and subsequently reviewed by the senior faculty in the context of the University's established guidelines for best practices for faculty searches, as published annually by the Office of Faculty Development and Diversity. Specific policies and procedures for GSD searches are outlined below.

Formation of Search Committee

The dean, in consultation with the department chair, shall form a search committee, composed of faculty members from the department in which the position will reside along with, normally, one faculty member from another department in the school. The dean, in consultation with the department chair, shall select one faculty member from the department in which the position will reside to chair the search committee.

Notice and Outreach

Positions to be filled through a search (other than a targeted search) shall start with notice. The text for position descriptions, advertisements, and any other announcement shall be written by the administrator in charge of faculty affairs in consultation with the dean, department chair, and other departmental faculty as appropriate. The position description shall be posted on the GSD website and advertised in appropriate national and international media (journals, websites, etc.) to ensure the widest knowledge of the position's availability.

The search committee and the administrator in charge of faculty affairs shall develop an outreach strategy for generating a long list of candidates without regard to anyone's perceived availability. The search committee shall contact faculty members at other academic institutions as well as practitioners to secure names of potential candidates. Faculty members from the department in which the position will reside, along with relevant faculty members from other GSD departments and Harvard faculties, shall be asked for names of potential candidates. To help the search committee in its review of potential candidate names, the administrator in charge of faculty affairs shall assemble biographical information about all long-listed candidates. Potential candidates identified by the search committee as desirable who have not applied for the position shall be contacted and invited to apply. The chair of the search committee and the administrator in charge of faculty affairs shall monitor the process to ensure that special efforts are made to identify and bring the position to the attention of underrepresented classes of potential candidates, including women and minorities. The administrator in charge of faculty affairs shall ensure that all applications received are processed appropriately and that any additional information on the candidates beyond their applications that would help the search committee in its deliberations is assembled.

In exceptional circumstances, a targeted search in which a candidate is identified at the start of the appointments process may be authorized by the provost after a recommendation from the dean in consultation with the senior faculty of the relevant department and the Senior Faculty Council.

Short-Listed Candidates

The search committee shall carefully review each candidate's application along with other assembled material and shall develop a short list of normally at least five candidates to be invited to the School.

Presentations and Meetings

Candidates invited to the School shall give presentations and meet with the search committee, other interested faculty, and students. Presentations shall be widely publicized to faculty and students and described as part of a search process unless the search committee and candidate agree that the search aspect of the presentation must remain confidential. The chair of the search committee and administrator in charge of faculty affairs shall solicit faculty and student views about the candidate's presentation and report the results to the search committee. All senior faculty shall be given the opportunity to meet individually with candidates during their visit, except that only senior faculty of the relevant department shall be given such opportunity in considering appointments of assistant professors in practice. Students will be given an opportunity to meet informally with candidates unless the search committee and candidate agree that the search aspect of the visit must remain confidential. The chair of the search committee and administrator in charge of faculty affairs shall solicit faculty and student views about the meetings and report the results to the search committee.

External Letters

Following candidate visits, the search committee shall determine which candidate(s) it is seriously considering and seek external letters evaluating them. External letters may take two forms: *Comparisand Letters* or *Evaluation Letters*. *Comparisand Letters* ask letter writers to evaluate and compare expressly listed names, including candidate(s) being seriously considered, who are identified in the letter as being under consideration by the search committee, along with other comparable individuals. *Evaluation Letters* ask letter writers to evaluate the candidate(s) being seriously considered without listing the names of other comparable individuals, although letter writers are invited to make comparisons with other individuals known to the letter writers. In the case of *Comparisand Letters* and *Evaluation Letters*, dossiers of materials of the identified candidates are provided to the letter writers. The search committee shall normally choose the type of letters based on its evaluation of the candidates.

The following guidelines shall be used with regard to external letters:

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|----------------------------------|--|
| Professor: | 10 or more Evaluation or Comparisand Letters |
| Professor in Practice (tenured): | 10 or more Evaluation or Comparisand Letters |
| Professor in Practice: | 10 or more Evaluation or Comparisand Letters |
| Associate Professor: | 8 or more Evaluation or Comparisand Letters |
| Assistant Professor: | 4 - 6 Evaluation or Comparisand Letters |
| Associate Professor in Practice: | 8 or more Evaluation or Comparisand Letters |
| Assistant Professor in Practice: | 4 - 6 Evaluation or Comparisand Letters |

In cases where a targeted search has been authorized, *Evaluation Letters* shall be used instead of *Comparisand Letters*.

The search committee, in consultation with the administrator in charge of faculty affairs, shall select external letter writers, who should be prominent scholars and/or practitioners knowledgeable about the field of the candidate(s) who are likely to hold diverse perspectives.

External letter writers typically are tenured full professors at peer schools or practitioners who are recognized as at the top of their profession. Candidates may be asked to provide up to 10 names of potential letter writers. In compiling the list of individuals to receive formal requests for letters, the norm shall be for the committee to include no more than 4 of the candidate's suggested names, though exceptions may be made based on the list of potential letter writers the committee has compiled independently. The names of those ultimately asked to write or not asked to write shall not be shared with the candidate. Letter writers shall be asked to reveal in their letters any advising, professional, collaborating, or personal relationship with any individual named in the letter. Yield from invited letter writers is a factor to consider so the choice of letter writers should be made carefully. The invitation to write a letter sent to letter writers should originate from the dean, department chair, or search committee chair with responses returned to the administrator in charge of faculty affairs.

Search Committee Deliberations

The search committee shall deliberate and vote on the candidates. The chair of the search committee, in consultation with members of the search committee and the administrator in charge of faculty affairs, shall prepare the search committee's report describing the search process, the candidates it considered seriously, a detailed evaluation of the candidates in comparison to one another, and the final vote of the search committee. Specifically the report shall include:

- A detailed description of the notice and outreach procedure, including evidence that women and minority group members were encouraged to apply.
- A description of the overall pool of candidates, the number of women and underrepresented minority candidates, and how the committee evaluated candidates.
- A description of the candidates the committee seriously considered, including those candidates invited to the school, with short summaries of their qualifications. Names and short summaries for the top women and minority candidates should be included.
- A detailed description of the chosen candidate with regard to creative work and teaching, including an explicit comparison of that candidate with others seriously considered and why the committee chose the candidate, an analysis of the external letters, an explanation for how the chosen candidate fits the school's needs with regard to teaching and creative work, and a description of reasons expressed by any committee members who dissented or abstained from the committee's vote.
- Information pertinent to affirmative action should be summarized and included with the report.

The search committee report, along with appropriate materials such as curricula vitae and exhibits of creative work assembled by the administrator in charge of academic affairs, shall be submitted to the relevant department for departmental review as the next step in the appointments process.

Departmental Review

The department chair shall convene the departmental senior faculty to discuss the report of the search committee and to vote on a candidate. In cases where the departmental senior faculty as

a whole served as the search committee, a separate meeting is not necessary. The department chair shall prepare a letter describing the discussion and vote of the departmental senior faculty, along with why the department wishes to make such an appointment and the attributes or

specialties it was looking for in candidates. The letter, along with the search committee report, external letters, and other relevant materials shall be submitted to the dean and, in cases where the department has voted in favor of a candidate, to the Senior Faculty Council.

Senior Faculty Council Review

In cases where the departmental senior faculty has voted in favor of a candidate, a letter prepared by the department chair describing the discussion and vote of the departmental senior faculty, along with the search committee report, external letters, and other relevant materials shall be submitted to the Senior Faculty Council at least one week before the next scheduled meeting. At the meeting, the Senior Faculty Council shall discuss the case and vote at that time or after the meeting. If the vote is taken after the meeting, the dean shall announce the results of the vote at the next Senior Faculty Council meeting. A quorum for attendance shall be met if at least fifty percent of the senior faculty in residence during the semester in question is present. Each member of the Senior Faculty Council shall provide the dean with a brief letter announcing her or his vote and the reasons for it. Senior faculty members of the candidate's department are expected to write more detailed letters than senior faculty from other departments. Such letters shall be included with any recommendation that the dean submits to the president or provost.

Senior Faculty Council Notification

In cases of appointments to assistant professor in practice, the department chair shall notify the Senior Faculty Council of the department's decision but the Senior Faculty Council shall have no role in reviewing the department's decision.

Recommendation by the Dean

Upon a favorable vote of the Senior Faculty Council or a vote of the senior faculty of the department in cases of an assistant professor in practice, the dean may approve, or reject the vote. If the Dean decides in favor of the appointment, he or she shall recommend to the president or provost that the candidate be approved for appointment.

Provost's Approval

Non-tenured appointments of voting faculty members require provostial approval by the Provost's Appointments Review Committee, which is administered by the Office of the Senior Vice Provost for Faculty Development and Diversity.

President's Approval

An appointment to a tenured position requires presidential approval. The dean shall confer with the president or the president's designee and agree upon the form of review and the faculty and/or outside consultation, if any, that will be sought. In those instances where the president or the president's designee convenes an "ad hoc committee" to advise on the appointment, the dean shall not reveal her or his recommendation for or against the appointment to the ad hoc committee until after the presidential review has been conducted. At the conclusion of the presidential review, the dean shall recommend to the president or the president's designee for or against the appointment. The approval of the president or the president's designee must be obtained before an appointment can begin or be announced.

B. Process for Promotions for Junior Tenure-Track Faculty

The tenure track means that all assistant professors are guaranteed a promotion review to associate professor and all associate professors are guaranteed a promotion review to professor.

Promotion from assistant professor to associate professor requires promotion committee review with external letters, followed by departmental review, Senior Faculty Council review, recommendation by the dean, and approval by the provost. The departmental senior faculty may serve as the promotion committee if requested by the department chair and approved by the dean. It should be understood that the guarantee of a promotion review is not the same as a guarantee of promotion. Candidates for promotion review may decide for whatever reason not to seek a promotion review. Candidates will normally be reviewed for promotion in the penultimate year of their term of appointment, although the department chair and senior faculty of the department, with the agreement of the candidate, may decide that the promotion review should occur earlier than the penultimate year or in the last year of the appointment.

Formation of Promotion Committee

Promotion reviews for junior tenure-track faculty from assistant professor to associate professor and from associate professor to professor commence with the formation of a promotion committee to review the case. The dean, in consultation with the department chair, shall form a promotion committee, normally composed of four faculty members from the department in which the position resides along with one faculty member from another department in the school. The dean, in consultation with the department chair, shall select one faculty member from the department in which the position will reside to chair the promotion committee. The promotion committee shall normally be formed at the end of the academic year preceding the candidate's penultimate year of the existing appointment.

Candidate Submissions, Presentations, and Meetings

The candidate shall be asked to submit a curriculum vitae, a statement about the candidate's past accomplishments, a statement about the candidate's intellectual agenda for the future, and materials documenting the candidate's creative work in scholarship, design/research work, or professional practice, or a combination thereof.

The candidate shall give a presentation that shall be publicized to faculty and students unless the promotion committee and candidate agree that the promotion aspect of the presentation must remain confidential. The chair of the promotion committee and administrator in charge of faculty affairs shall solicit faculty and student views of the candidate's presentation and report the results to the promotion committee. All senior faculty shall be given the opportunity to meet individually with the candidate. Students shall be given an opportunity to meet with the candidate unless the promotion committee and candidate agree that the promotion review must remain confidential. The chair of the promotion committee and administrator in charge of faculty affairs should solicit faculty and student views and report the results to the promotion committee.

External Letters

Unless the promotion committee after the presentation is unanimously not in favor of the promotion, letters from at least [8] letter writers in the case of promotion from assistant professor to associate professor and at least [10] letter writers in the case of promotion from associate professor to professor shall be sought. Candidates may be asked to provide up to 10 names of potential letter writers. In compiling the list of individuals to receive formal requests for letters, the norm shall be for the committee to include no more than 4 of the candidate's suggested names,

though exceptions may be made based on the list of potential letter writers the committee has compiled independently. The names of those ultimately asked to write or not asked to write shall not be shared with the candidate. A dossier of the candidate's materials shall be provided to the letter writers.

The promotion committee, in consultation with the administrator in charge of faculty affairs, shall select external letter writers, who should be prominent scholars and/or practitioners knowledgeable about the field of the candidate who are likely to hold diverse perspectives. External letter writers typically are tenured full professors at peer schools or practitioners who are recognized as at the top of their profession. Letter writers shall be asked to reveal in their letters any advising, professional, collaborating, or personal relationship with any individual named in the letter. Yield from invited letter writers is a factor to consider so the choice of letter writers should be made carefully. The invitation to write a letter sent to external letter writers should be issued on behalf of the dean or department chair with responses returned to the administrator in charge of faculty affairs.

Promotion Committee Deliberation

The promotion committee shall deliberate and vote on the candidate. The chair of the promotion committee, in consultation with members of the promotion committee and the administrator in charge of faculty affairs, shall prepare the promotion committee's report that includes the following:

- A detailed evaluation of the candidate's record of creative work and teaching and proposed future creative work and teaching
- A detailed analysis of the external letters and other indicia of the candidate's standing in the field
- A description of the promotion committee vote and reasons expressed by any committee members who dissented or abstained from the committee's vote.

The promotion committee report, along with appropriate materials such as curricula vitae, exhibits of creative work, and teaching evaluations assembled by the administrator in charge of academic affairs, shall be submitted to the relevant department for departmental review as the next step in the promotions process.

Departmental Review

The department chair shall convene the departmental senior faculty to discuss the report of the promotion committee and to vote on the candidate. In cases where the departmental senior faculty as a whole served as the promotion committee, a separate meeting is not necessary. The department chair shall prepare a letter describing the discussion and vote of the departmental senior faculty. The letter, along with the promotion committee report, external letters, and other relevant materials shall be submitted to the dean and, in cases where the department has voted in favor of a candidate, to the Senior Faculty Council.

Senior Faculty Council Review

In cases where the departmental senior faculty has voted in favor of a promotion, a letter prepared by the department chair describing the discussion and vote of the departmental senior faculty, along with the promotion committee report, external letters, and other relevant materials, shall be submitted to the Senior Faculty Council at least one week before the next scheduled meeting. At the meeting, the Senior Faculty Council shall discuss the case and vote at that time

or after the meeting. If the vote is taken after the meeting, the dean shall announce the results of the vote at the next Senior Faculty Council meeting. A quorum for attendance shall be met if at least fifty percent of the senior faculty in residence during the semester in question is present. Each member of the Senior Faculty Council shall provide the dean with a brief letter announcing her or his vote and reasons for it. Senior faculty members of the candidate's department are expected to write more detailed letters than senior faculty from other departments. Such letters shall be included with any recommendation that the dean submits to the president or provost.

Recommendation by the Dean

Upon a favorable vote of the Senior Faculty Council or a vote of the senior faculty of the department in cases where only notification of the Senior Faculty Council is required, the dean may recommend or not recommend to the president or provost that the candidate be approved for promotion.

Provost's Approval

Promotions from assistant professor to associate professor require approval by the Provost's Appointments Review Committee which is administered by the Office of the Senior Vice Provost for Faculty Development and Diversity.

President's Approval

An appointment to a tenured position requires the president's approval. The dean shall confer with the president or the president's designee and agree upon the form of the review and the faculty and/or outside consultation, if any, that will be sought. In those instances where the president or the president's designee convenes an "ad hoc committee" to advise on the appointment, the dean shall not reveal her or his recommendation for or against the appointment until after the presidential review has been conducted. At the conclusion of the presidential review, the dean shall recommend to the president or the president's designee for or against the appointment. The approval of the president or the president's designee must be obtained before an appointment can begin or be announced.

C. Process for Reappointment at Rank or Appointment to a More Senior Non-Tenured Position for Professors in Practice, Senior Lecturers, Associate Professors in Practice, and Assistant Professors in Practice

Reappointments of professors in practice without tenure, senior lecturers, associate professors in practice, and assistant professors in practice to fixed terms do not require searches, but do require rigorous review by a reappointment committee with external letters, departmental review, Senior Faculty Council review, recommendation by the dean, and approval by the provost. A review for appointment of an assistant professor in practice to associate professor in practice and appointment of an associate professor in practice to professor in practice without tenure may be conducted if the dean and senior faculty of the department recommend the consideration of such an appointment. In such case, the appointment to the higher position requires rigorous review by a committee, appointed by the dean in consultation with the department chair, composed of senior members of the department, external letters, departmental review, review by the Senior Faculty Council, recommendation by the dean, and approval by the provost.

Assistant professors in practice and associate professors in practice may be but are not guaranteed a review to a higher position.

Review Committee

Reappointment reviews or appointment reviews for a higher position commence with the formation by the dean and department chair of a review committee, composed of some or all of the departmental senior faculty, to review the case. Review for reappointment or appointment to a higher position shall normally be conducted in the candidate's penultimate year of the existing appointment. The candidate shall be asked to submit a curriculum vitae, a statement about the candidate's past accomplishments, a statement about the candidate's intellectual agenda for the future, and materials documenting the candidate's creative work in scholarship, design/research work, or professional practice, or a combination thereof.

External Letters

Unless the review committee is unanimously opposed to the reappointment or appointment to a higher position, *evaluation letters* from at least [8] letter writers in the case of a reappointment to a second term for an associate professor in practice and from at least [10] letter writers in the case of reappointment or appointment of a senior lecturer or professor in practice without tenure shall be sought. Candidates may be asked to provide up to 10 names of potential letter writers. In compiling the list of individuals to receive formal requests for letters, the norm shall be for the committee to include no more than 4 of the candidate's suggested names, though exceptions may be made based on the list of potential letter writers the committee has compiled independently. The names of those ultimately asked to write or not asked to write shall not be shared with the candidate. A dossier of the candidate's materials shall be provided to the letter writers.

The review committee, in consultation with the administrator in charge of faculty affairs, shall select external letter writers, who should be prominent scholars and/or practitioners knowledgeable about the field of the candidate who are likely to hold diverse perspectives. External letter writers typically are tenured full professors at peer schools or practitioners who are recognized as at the top of their profession. Letter writers shall be asked to reveal in their letters any advising, professional, collaborating, or personal relationship with any individual named in the letter. Yield from invited letter writers is a factor to consider so the choice of letter writers should be made carefully. The invitation to write a letter sent to external letter writers should be sent on behalf of the dean or department chair with responses returned to the administrator in charge of faculty affairs.

Review Committee Deliberation

The review committee shall deliberate and vote on the candidate. The chair of the review committee, in consultation with members of the review committee and the administrator in charge of faculty affairs, shall prepare the review committee's report that includes the following:

- A detailed evaluation of the candidate's record of creative work and teaching and proposed future creative work and teaching
- A detailed analysis of the external letters and other indicia of the candidate's standing in the field
- A description of the review committee vote and reasons expressed by any committee members who dissented or abstained from the committee's vote.

The review committee report, along with appropriate materials such as curricula vitae, exhibits of creative work, and teaching evaluations assembled by the administrator in charge of academic affairs shall be submitted to the relevant department for departmental review as the next step in the process.

Departmental Review

The department chair shall convene the departmental senior faculty to discuss the report of the committee and to vote on the candidate. In cases where the departmental senior faculty as a whole served as the review committee, a separate meeting is not necessary. The department chair shall prepare a letter describing the discussion and vote of the departmental senior faculty. The letter, along with the committee report, external letters, and other relevant materials shall be submitted to the dean and, in cases where the department has voted in favor of the reappointment or appointment to a higher position, to the Senior Faculty Council.

Senior Faculty Council Review

In cases where the departmental senior faculty have voted in favor of reappointment or appointment to a higher position a letter prepared by the department chair describing the discussion and vote of the departmental senior faculty, along with the review committee report, external letters, and other relevant materials, shall be submitted to the Senior Faculty Council at least one week before the next scheduled meeting. At the meeting, the Senior Faculty Council shall discuss the case and vote at that time or after the meeting. If the vote is taken after the meeting, the dean shall announce the results of the vote at the next Senior Faculty Council meeting. A quorum for attendance shall be met if at least fifty percent of the senior faculty in residence during the semester in question is present. Each member of the Senior Faculty Council shall provide the dean with a brief letter announcing her or his vote and reasons for it. Senior faculty members of the candidate's department are expected to write more detailed letters than senior faculty from other departments. Such letters shall be included with any recommendation that the dean submits to the president or provost.

Recommendation by the Dean

Upon a favorable vote of the Senior Faculty Council, the dean may recommend or not recommend to the provost that the candidate be approved for reappointment or appointment to the higher position

Provost's Approval

Reappointments or appointments to a higher position of non-tenured senior and junior faculty require approval by the Provost's Appointments Review Committee which is administered by the Office of the Senior Vice Provost for Faculty Development and Diversity.

D. OTHER POLICIES REGARDING FACULTY APPOINTMENTS

Appointments in Other Harvard Faculties

Appointments of individuals to the Faculty of Design and to another faculty at Harvard may be made, normally at the same appointment level.

Voting Status in Full Faculty

Senior and junior faculty are accorded voting privileges in the faculty and assume the rights and responsibilities related to this status.

Senior Faculty Council

Members of the faculty holding positions as professor, professor in practice (tenured), professor in practice, senior lecturer, and professor in residence serve as members of the Senior Faculty Council. Among its duties, the Senior Faculty Council serves as the standing committee on appointments. Professors in practice without tenure, senior lecturers, and professors in residence may not participate in decisions about tenured appointments, non-tenured senior positions or the GSD Faculty Appointments Handbook.

Department Chairs

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

Nondiscrimination and Nepotism

In making appointments to the Faculty of Design, search committee members and members of the Senior Faculty Council are bound by University and GSD policies regarding nondiscrimination, equal employment opportunity, and nepotism/work relationships as outlined in the GSD Faculty Policies Handbook.

Affirmative Action

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

Appendix A: Faculty Searches: Best Practices Summary and Implicit Bias Statement

1. Advertising

- Language in the ad: include “experience working with and teaching diverse students”
- Review EEOC language, possibly amplify the statement of interest in diversifying our faculty
- Not just where to post, but how to share / encourage informal sharing as well as formal postings in range of venues
- Seek out smaller targeted job boards and listservs for groups focused on women and minorities
- Ask faculty to leverage memberships in professional interest groups
- Compile lists of nominators and nominees from outside the search committee (junior faculty, doctoral students)

2. Committee best practices

- Diversity on the search committee itself; consider implicit bias self-evaluation
- Personal outreach to nominees
- Agree on criteria for review of applications / consider ‘blind’ review of CVs and applications and/or numerical rating scales
- Avoid ‘groupthink’ by submitting ratings or rankings individually before meeting to discuss
- Long list is 8 – 10; ask departmental faculty not on committee for feedback on the long list
- Uniform clear standards for retaining or dropping people from long list to short list
- Beware tokenism
- Review short list w/ Academic Dean and/or Dean’s office before inviting candidates to visit

3. Candidate visits

- Interview: Ask candidates same questions in same order
- 1:1 meetings preferable to panel interview
- Common info packet and instructions for candidates
- Remember that campus visits are remembered for years; candidates sometimes post descriptions of the experience on blogs and websites.
- Everyone should be aware of the impermissible questions/topics for interview.
- All department members and committee members make EVERY EFFORT to attend all the job talks
- Solicit feedback from everyone who interacted w/ candidate using a standard form.

4. The committee recommendation

- Ideally the committee should recommend two or three candidates in rank order.
- If the committee can only recommend one candidate there should be detailed written documentation/comparisons justifying the recommendation.

Unconscious Bias and its Influence on Decision Making

What is Unconscious Bias?

An enormous body of literature confirms that we all have biases—some explicit, many implicit. These biases have an effect on how we view others and how we make decisions, including decisions about faculty hiring. Perhaps most disturbing, implicit biases can be at odds with our own conceptions of ourselves and our conscious values and standards. You may believe yourself to be open-minded and you may be determined to select the most meritorious candidate before you. But a good deal of evidence from the behavioral sciences—some of it conducted on university professors themselves—demonstrates that actual achievements are often set aside in favor of those who fit some group stereotype of those likely to succeed.

Recognize Your Own Unconscious Biases

Acknowledging and understanding your biases and those of your colleagues can minimize the influence they have on the search. Spending sufficient time on evaluation can also reduce the influence of assumptions that may not be warranted.

Harvard Professor Mahzarin Banaji, Richard Clarke Cabot Professor of Social Ethics in the Department of Psychology in the Faculty of Arts and Sciences, is a leading authority on unconscious bias and its effects on decision making. Search committee members are encouraged to read her recent book: Banaji, MR & Greenwald, AG (2013) *Blind Spot: Hidden Biases of Good People* (New York: Delacorte Press). It's a great read and will change your view of the world.

Take an Implicit Association Test (IAT)

Professor Banaji and colleagues have developed an online set of tasks designed to assess associations between personal attributes (e.g., gender, race, or sexual orientation) and your positive or negative views about them. Project Implicit, hosted at Harvard, includes dozens of IATs that allow you—in the privacy of your office or home—to explore your implicit biases.

We strongly encourage every search committee member to take at least one IAT.

(Registration is free, and the first test takes no more than 15 minutes.) The tests are not meant to challenge your conscious attitudes, but to reveal the extent to which you may nevertheless associate groups like “female” with “family” and “male” with “career.” As members of this intellectual community, you will surely find it of some interest to discover that your mind contains associations of which you are unaware. You can find the IATs at implicit.harvard.edu.

Beware of How Unconscious Bias Can Affect Candidate Evaluations

Search committee members often give preference to applicants they know, whose advisors or mentors they know, or who hold a degree from their own alma mater or one of a small number of elite institutions.

- Women, minorities, and candidates from institutions other than traditional peers can be held to higher standards. Search committee members may scrutinize their records in an unconsciously dismissive way, evaluate the same achievements as others to be less important, and fail to notice unexpected achievements.
- Search committee members—and sometimes letter writers—can inadvertently, or even overtly, minimize the contributions by women and minorities, and may unfairly attribute success to mentors and collaborators. It can be helpful to explicitly ask and discuss—as a committee—if a letter writer is unduly shaping a view of a candidate in a positive or negative direction based on scant or unreliable evidence.
- Letters of recommendations often reflect stereotypic views of demographic groups. A man’s research will be described as seminal. A woman will be described as warm and collaborative. These implicit cues can influence decision-making.
- Be especially vigilant about statements concerning “fit.” This euphemism is often used to exclude individuals whose demographic characteristics don’t match the demographics of the department or field. If “fit” were the best driver of decision making, the Harvard of today would be identical to the Harvard of the past.
- Another concept to scrutinize is “potential.” Since decisions about early career stage scholars often depend upon predictions about potential, superficial qualities such as dress or style of speech should not color assessments of actual achievements.
- For women especially, it is important to not let the concept of family commitments enter the evaluation. Here are some excerpts from recent letters of recommendation: “She balances work and life in a way that detracts from her career.” “And what’s more remarkable is that she did all of this while having three children.” [NOTE: the same person who wrote this last sentence also wrote a letter for the candidate’s husband and did not mention the three children, although they were indeed his too.]
- Recent studies document that the achievements of women and minorities tend to be evaluated less positively than white men of equal accomplishment. Ask yourself whether you unconsciously read the dossiers of candidates differently? You will be impressed with your own ability to correct your assumptions once you become aware of their contaminating influence.

Appendix B: List of Materials Submitted by Candidates for Appointments, Reappointments, and Promotions

Candidates for appointment, reappointment, and promotion to faculty positions shall submit evidence of their experience, which may include any of the following materials, where applicable. These materials should be selective; exhaustive listings are not required. At its option, the GSD may keep the materials; irreplaceable or valuable documents should be submitted in facsimiles or copies.

CURRICULUM VITAE

The candidate shall provide a current curriculum vitae in a concise format. It should include the following, where applicable:

- *Personal data*—e.g., education, degrees received, and student awards and fellowships
- *Academic career*—e.g., appointments held, courses taught recently, doctoral students supervised, teaching awards, and invited lectures
- *Professional experience*—e.g., positions held and responsibilities assumed, competitions entered and placement, design awards, and professional honors
- *Publications authored by the candidate*—e.g. books, articles, research papers, and professional reports
- *Publications about the candidate's work written by others*—e.g., book reviews, publications of design work, and critical reviews of scholarship
- *Academic, professional, or public service*—e.g., recent academic service, editorial boards professional societies, and service in public agencies.

REFERENCES

The candidate shall provide the names and addresses of individuals having direct personal knowledge of his or her teaching, creative work, or academic service. Several of these individuals may be contacted to serve as referees. If possible, the list should include individuals in other universities or other Harvard faculties, as well as students who have graduated. Note that the search or review committee will also contact others it believes to be knowledgeable about the candidate's activities.

STATEMENT OF INTEREST, TEACHING STATEMENT, RESEARCH STATEMENT

The candidate shall submit a brief statement of interest in the appointment, reappointment, or promotion, describing professional and scholarly activities and a brief description of his or her career objectives for the next few years, commenting on creative work now in progress and on the probable directions of personal work in the future. The candidate shall also submit a brief statement of teaching philosophy and a statement of research.

EXHIBITS

The candidate shall submit exhibits illustrating his or her most significant recent accomplishments in teaching and personal creative work. A work of joint authorship should include a description of the candidate's role.

Appendix C: GSD EEO Statement for Faculty Searches

We are an equal opportunity employer and all qualified applicants will receive consideration for employment without regard to race, color, religion, sex, sexual orientation, gender identity, national origin, disability status, protected veteran status, or any other characteristic protected by law. The GSD is strongly committed to diversity and inclusion within its community and especially welcomes applications from candidates with experience teaching and working with diverse students.

Appendix D: GSD Tenure Track Faculty Promotion Timeline & Process

- *Review for Promotion from **Assistant Professor** to **Associate Professor***

Most assistant professor appointments have a duration of five years. Most reviews for promotion occur in the fourth year, although departments have the flexibility to adjust timing and conduct the review in the fifth or sixth year. Six years is the maximum time permissible at the rank of assistant professor and ten years is the maximum time permissible as assistant and associate professor combined. Leaves of absence and other extenuating circumstances may extend this period with up to a maximum of two years possible “off the clock.”

SPRING SEMESTER BEFORE REVIEW YEAR

Sometime during the year in the course of meeting with mentors and your department chair, it is advisable to incorporate discussion and seek their advice about which materials (particularly for publications/design portfolio) will be submitted with your promotion dossier. In some cases, you may be asked to make an informal presentation of your work to members of the senior faculty in your department.

Sample promotion material dossiers may be viewed in the Faculty Affairs office. Digital files should be submitted, along with three printed copies.

Submit the following to Faculty Affairs by **April 1**:

- Updated Curriculum Vitae
- List of potential evaluation letter writers (*names, titles, and contact information for three to five references from outside the GSD, some or all of whom may be asked to write on your behalf. They should be at the rank of associate professor or above, with most of the letters from full professors. One or two non-academic references are allowed as well.*)

Submit the following to Faculty Affairs by **June 1**:

- Academic statement (*past accomplishments and future goals in both research and teaching*)
- Portfolio of design work, if applicable
- Publications
- Syllabi of courses you have taught at Harvard
- Teaching evaluation summaries (*Faculty Affairs staff will compile these*)
- A set of 15-20 slides representing your creative work (design work or scholarship), if requested by your Chair
- Other relevant materials (*e.g., work conducted by students in your courses, mention of your work by others*)

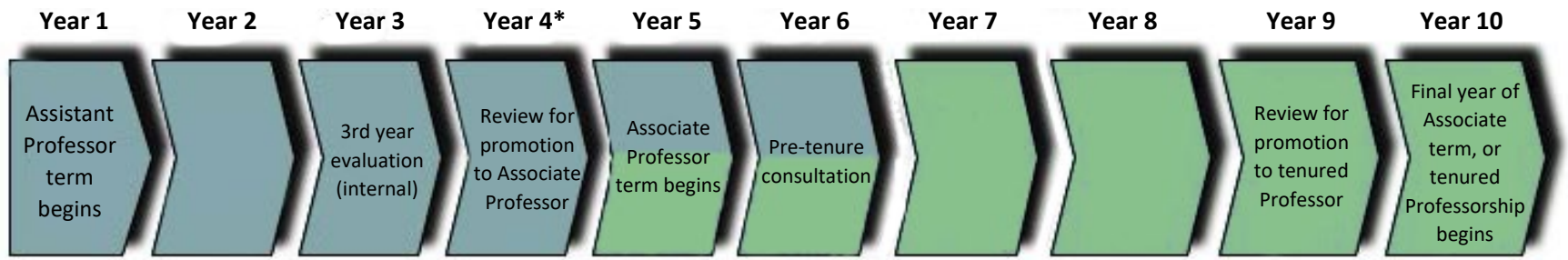
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REVIEW YEAR

The Faculty Affairs office, guided by the department chair and review committee, will request external evaluation letters from scholars outside Harvard. Once all of your reference letters have been returned, your materials will first be shared with the senior departmental faculty, who will have an opportunity to review and comment on your scholarship, design, teaching, and service. If they recommend for promotion, a case memorandum supporting your promotion will be written, and your materials will then be presented to the Senior Faculty Council and Dean for their review and consideration. If the SFC recommends a promotion, and the Dean approves, the dossier is then sent to the Provost's office for final review.

The entire process takes several months, and frequently takes both semesters, depending on how fast letters are returned and when meetings and votes are scheduled. Please refer to the [Faculty Appointments Handbook](#) for additional information about the review process.

GSD Tenure Track



*Review for promotion to Associate Professor can also occur in Year 5

GSD and University policies regarding appointment extensions for parental leave allow for up to two "off the clock" years

Appendix E: GSD Practice Faculty and Senior Lecturer Review Timeline & Process

- *Review for Appointment from **Assistant Professor in Practice** to **Associate Professor in Practice***
- *Review for Appointment from **Associate Professor in Practice** to **Professor in Practice***
- *Review for Reappointment at Rank for **all practice positions and non-tenured senior positions (Professor in Practice, Senior Lecturer, Associate Professor in Practice, Assistant Professor in Practice)***

Most non-tenured voting faculty appointments are made for three or five years. Normally, reviews for promotion or reappointment occur in the penultimate year of the appointment.

SPRING SEMESTER BEFORE REVIEW YEAR

Sometime during the semester in the course of meeting with mentors and your department chair, it is advisable to incorporate discussion and seek their advice about which materials (particularly for publications/design portfolio) will be submitted with your review dossier. You may be asked to make an informal presentation of your work to senior faculty in your department.

Sample promotion material dossiers may be viewed in the Faculty Affairs office. Digital files should be submitted, along with three printed copies.

Submit the following to Faculty Affairs by **April 1**:

- Updated Curriculum Vitae
- List of potential evaluation letter writers (*names, titles, and contact information for three to five references from outside the GSD, some or all of whom may be asked to write on your behalf. They should be at the rank of associate professor or above, with most of the letters from full professors. One or two non-academic references are allowed as well.*)

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- Portfolio of design work, if applicable
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- Syllabi of courses you have taught at Harvard
- Teaching evaluation summaries (*Faculty Affairs staff will compile these*)
- A set of 15-20 slides representing your creative work (design work or scholarship), if requested by your Chair
- Other relevant materials (*e.g., work conducted by students in your courses, mention of your work by others*)

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REVIEW YEAR

The Faculty Affairs office, guided by the department chair and review committee, will request external evaluation letters from scholars and/or practitioners outside Harvard. Once all of your reference letters have been returned, your materials will first be shared with the senior departmental faculty, who will have an opportunity to review and comment on your scholarship, design, teaching, and service. If they recommend for promotion or reappointment, a case supporting the decision will be written, your materials will then be presented to the Senior Faculty Council and Dean for their review and consideration. If the SFC recommends the appointment or reappointment, and the Dean approves, the dossier is then sent to the Provost's office for final review.

The entire process takes several months, and frequently takes both semesters, depending on how fast letters are returned and when meetings and votes are scheduled. Please refer to the [Faculty Appointments Handbook](#) for additional information about the review process.