

Harvard University

Graduate School of Design

**Non-Faculty Academic (NFA) Appointments Handbook**

**Policies & Procedures for Research Appointments and other  
Non-Faculty Academic Positions**

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## ACADEMIC APPOINTMENTS IN THE FACULTY OF DESIGN

*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 *Non-Faculty Academic (NFA) Appointments Handbook* describes policies and procedures related to a range of academic positions available at the School. Each academic appointment in the School is made under one of the following titles and reflects the career patterns of individuals and their relationship to the School's departments, programs, and/or research initiatives. All non-faculty academic appointments are for a fixed term and there are no obligations for reappointment or promotion beyond the fixed term

The Handbook is intended to complement and extend university policies and, should conflicts arise, university policies shall govern.

## NON-FACULTY ACADEMIC APPOINTMENTS

### Non-Faculty Academic Appointments

- |  |                                  |
|--|----------------------------------|
| • Postdoctoral Research Fellow                                 | Non-faculty academic appointment |
| • Named Postdoctoral Research Fellow                           | Non-faculty academic appointment |
| • Teaching Associate   | Non-faculty academic appointment |
| • Research Associate   | Non-faculty academic appointment |
| • Senior Research Associate                                    | Non-faculty academic appointment |
| • Research Scientist   | Non-faculty academic appointment |
| • Senior Research Scientist/Senior Research Fellow Appointment | Non-faculty academic appointment |
| • Senior Fellow  | Non-faculty academic appointment |

### Postdoctoral Research Fellow

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

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

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

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

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

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

### **Named Postdoctoral Research Fellow**

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

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

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

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

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

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

### **Teaching Associate**

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

*Duties.* Teaching Associates may assist faculty in preparing course materials and in offering instruction, but may not be responsible for the structure and content of a course. They may conduct teaching sections, tutorials, and design critiques. They may also read papers, review designs, recommend grades and assist in supervising independent study projects.

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

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

## **Research Associate**

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

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

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

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

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

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

## **Senior Research Associate**

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

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

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

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

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

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

## **Research Scientist**

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

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

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

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

*Appointment Process.* A research scientist must secure an individual member of the faculty as his/her advisor and be approved by the chair of the department or director of a center. If the criteria for appointment are met, the sponsoring faculty member is required to fill out a non-faculty

academic appointment request form and submit it to the executive dean, together with the candidate's curriculum vitae and a description of the research that will be conducted while in residence. Visa authorization is contingent upon certification of funds. Position may be competitive, with available slots advertised and posted as part of an open search.

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

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

*Duties.* The responsibilities of this appointment are individually defined, but in addition to meeting the criteria for research scientists listed above, senior research scientists and senior research fellows also demonstrate leadership as a principal investigator (PI), as head of a defined research project, or as a key member of a research team. Senior research scientists and senior research fellows may provide overall program/project leadership and management; may conduct and publish self-initiated research; may conduct research across programs or projects; may train and manage other research staff; and may participate in long-range research planning.

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

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

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

### **Senior Fellow**

The Dean can approve the appointment of a Senior Fellow when requested by a chair or when the Dean seeks to make such an appointment. The criteria is “distinguished practitioners and educators who, in addition to teaching a specific course, will provide advice during their teaching appointment on curricular and extracurricular activities related to the program in which they are teaching, or the school more broadly. Normally the title will incorporate the focus of the related activity, eg. “Senior Fellow in Real Estate” or “Senior Fellow in Design Studies.”

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

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

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

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

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

### **Visiting Scholar**

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

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



## **Visiting Fellow**

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

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

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

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

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

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

own costs for visiting the GSD and/or the iLab. Associates and EIRs are not eligible to receive ID cards or library access. See “Additional Information about Non-Faculty Appointments without Compensation” below.

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

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

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

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

### **STUDENT APPOINTMENTS**

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

### **Research Assistant**

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

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

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

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

## **Research Fellow**

*Affiliation.* This appointment is made for full-time resident GSD students in good standing, currently enrolled in a doctoral program at Harvard, or a Master's student to teach in the Undergraduate Architecture Program.

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

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

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

## **Teaching Assistant**

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

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

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

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

## **Teaching Fellow**

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

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

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

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

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

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

### **Doctoral Teaching Associate (DTA)**

*Affiliation.* This appointment is made for full-time resident GSD students in good standing, currently enrolled in a doctoral program at Harvard. Doctoral Teaching Associates holding student F and J visas must comply with visa terms including the stipulation that the sum of all their employment cannot exceed 20 hours per week. GSD does not sponsor non-student visas for these positions.

*Duties.* Doctoral Teaching Associates may conduct teaching sections, tutorials, and design critiques. They may also read papers, review designs, recommend grades and assist in supervising independent study projects. DTAs may not be responsible for the structure and content of a course and may not assign course grades.

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

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

## APPENDICES

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