

I. Introduction

The College of Arts and Sciences allows individual faculty to maintain appointments in more than one department, when this best promotes the missions of the College and University across the areas of teaching, research and creativity, and service. One such mission is to encourage, facilitate, and reward interdisciplinary educational and scholarly activities. Another is to enhance efficiency in the allocation of faculty time and energy, in terms of the achievement of recognized instructional, scholarly, and professional development goals. Joint appointments may contribute to these two missions. At the same time, joint faculty appointments may challenge the effective allocation of administrative responsibilities and support across departments, while complicating reappointment, promotion, and tenure decisions at department and College levels. Therefore, joint appointments should only be made with due consideration of both the added benefits and the additional administrative difficulties they involve.

II. Joint Appointment Types

Joint appointments can be of two types: (1) Initial appointment made in more than one department at the time of hiring; (2) Conversions in a pre-existing appointment of a faculty member from a single department to two departments. Both types require an allocation of the faculty member's workload and salary/compensation line between departments. The creation of a joint appointment may be initiated by the (current or prospective) faculty member, one of the affected departments, or by the Dean's office. In the case of a conversion from a pre-existing appointment to a joint appointment, all of the affected parties (faculty member, representatives of both departments involved, and the Dean's office) will meet for a discussion of the proposed change in appointment. For joint appointments involving new hires, both departments involved and the Dean's office will meet and agree upon the specific needs to be served by the joint appointment. The two departments involved will cooperate to ensure that the search for the new faculty member, in both job advertisements and interviews of job candidates, features clear and accurate communication of the duties to be served by the new faculty appointee and of the rationale for a joint appointment.

III. Memorandum of Understanding

It is essential that all of the affected parties (faculty member, departments, Dean) understand the implications of any joint appointment, and agree that such an appointment best serves the missions of the College and the University. Assuming that such agreement in principle has been reached, the details of the faculty member's responsibilities to each of the departments shall

be clarified in a memorandum of understanding (MOU). This MOU will serve either as: (1) part of an initial letter of appointment to the College (for new hires); or as: (2) a modification of a previous appointment (in the case where a faculty member takes on a joint appointment subsequent to initial appointment in the College).

In all joint appointments, the MOU will explain the reasons for the joint appointment, the responsibilities (teaching, service, scholarship) of the faculty member in each department, the division of responsibilities between the departments for evaluation of the faculty member, and the necessary accommodations in each department to facilitate the joint appointment. The latter includes assignment of FTEs in relation to the instructional needs and course offerings of the two departments. This MOU, like the joint appointment itself, must be approved by the faculty member, each of the two departments (in a manner consistent with the bylaws of each department) and the Dean of the College.

IV. Administrative Home Unit

An important function of the MOU is to formalize which department is to serve as the Administrative Home Unit (AHU) for the faculty member. The AHU's function is to take the lead responsibility on all personnel issues, human resources reporting requirements, performance review procedures, and physical administrative support (office space, secretarial support, computer and other technology, etc.). Normally, but not always, the AHU will be the department with the greater allocation of the faculty member's teaching time. All parties involved must know which department will serve as AHU, and indeed this recognition should emerge naturally at an early stage of the discussions between the departments, College administration, and the faculty member leading to the formulation of the MOU.

It is expected that each department in which the faculty member serves will provide a welcoming environment for the faculty member, including opportunities to participate in department discussions and votes on the full range of issues connected with teaching, research, service, and personnel. However, to avoid multiplication of an individual's extra-departmental voting powers, the faculty member's college and university-level voting rights will be based solely in the department serving as AHU. This includes any voting rights at the College and University levels, the right to serve as department representative on the College Faculty Council and the University Senate and their respective standing committees, as well as the right to serve as department representative on any ad hoc committees that may be established at the College and University levels. All these extra-departmental voting and representative functions will, for the joint faculty appointee, be limited to singular votes and representative positions formally originating in the AHU.

Consistent with the lead role of the AHU, it is nonetheless mandatory that all department and College administrators involved in the joint appointment work together with the faculty member on developing an MOU that is mutually satisfactory to each department and the faculty member. It should be recognized that joint appointments work best when a faculty

member's expected teaching, research, and service program serves the needs of each department as well as the professional development of the faculty member. There must also be formal agreement on productivity expectations, formats for reporting annual accomplishments, how departmental accounting procedures are to be handled (including the exact division of administrative support between the AHU and the other department), etc.

V. Performance Reviews

Regardless of the exact formulation of the MOU, including the specification of the AHU, it is mandatory that personnel committees and chairpersons from each of the departments where a joint, tenure-track, appointment is held shall conduct annual reviews during the pre-tenure/probationary period, as well as subsequent evaluations for promotion to Full Professor. Similarly, in cases where the joint appointment is held by a (non-tenure-track) Regular Faculty Instructor, personnel committees and chairpersons from each of the departments where the appointment is held shall conduct annual reviews as well as any subsequent evaluations for promotion to Senior Instructor. In all cases, evaluations of the faculty member's performance must be pursued in reference to the expectations specified in the MOU that describes the faculty member's responsibilities in each department.

In general, the MOU, including the specification of the responsibilities of the AHU, should avoid or minimize the duplication of reporting requirements, and it should coordinate reporting deadlines so as to avoid unnecessary burdens on the departments or the faculty member. Moreover, any issues that arise subsequent to the initial MOU should be clearly and formally addressed in writing as addenda to the MOU. These addenda must be agreed upon by all parties in writing.