

CSB/SJU JOINT APPOINTMENT POLICY

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Introduction

The increasingly interdisciplinary context of higher education, together with recent changes in the general education curriculum at the College of St. Benedict/St. John's University (CSB/SJU), suggest that joint appointments will become more common, nationally and at our institutions. Not only are interdisciplinary and multi-disciplinary teaching, scholarship, and service fostered when a qualified faculty member is appointed to more than one department, but faculty members with joint appointments can promote collaborations that broaden interdisciplinary inquiry, research, scholarship, and innovation, thereby meeting both institutional and student needs. Additionally, joint appointments may help our institutions attract and retain new faculty with interdisciplinary interests and training. The formalization of joint appointments across departments/programs through an institutional policy that provides a clear understanding of what constitutes a joint appointment, principles to guide policy, and a set of recommended practices for recruiting, retaining, and evaluating colleagues with such appointments will provide clarity and equity to all parties.

While joint appointments currently exist at CSB/SJU, they have been negotiated historically between department and program chairs/directors [and/or the School of Theology] without the benefit of guidelines or oversight. At times, joint appointees have had little say in how the load is distributed among the two departments or programs. This has sometimes led to dual and conflicting expectations, unreasonable workloads, and stressful academic reviews. For these reasons, the Rank and Tenure Committee has requested clarification of joint appointments to standardize the rank and tenure process.

It is therefore in the best interest of our institutions to define and implement a set of policies that can serve to recruit and retain faculty with formal ongoing responsibilities to more than one department/program [and/or the School of Theology]. The creation of joint appointments as stipulated in this document aims to better utilize the existing pool of faculty expertise and create a template for future joint hires, thereby helping to stabilize departments/programs, support the Integrations Curriculum, and foster a collaborative community of teachers and scholars at CSB/SJU.

Definition of Joint Appointment

A "Joint Appointment" at CSB/SJU refers to an appointment for which formal and ongoing responsibility for recruitment, hiring, appointment, mentoring, annual review, tenure, and promotion recommendations are shared by more than one academic department [and/or the School of Theology]. Assignment to teach courses in other departments or programs does not in and of itself confer joint appointment status. The department balance of workload for joint appointments will be outlined in the employment contract.

Principles

The following principles guide the joint appointment policy at CSB/SJU:

1. *Formal Involvement of All Stakeholders.* A Memorandum of Understanding (MOU) will be developed, written, and signed by the faculty member, the chairs/directors of departments or programs [and/or the dean of the School of Theology], and the Dean of the Faculty. This document will detail how key procedures related to the faculty member's academic career at CSB/SJU will be carried out. Details should include responsibilities and expectations in each department/program regarding teaching load, scholarship or creative work, and service.
2. *Service Obligations.* The appointee's service obligations across departments/programs [and/or the School of Theology] should not significantly exceed those with a full load.
3. *Coordinated Review Process.* Departments/programs [and/or the School of Theology] will employ a single joint process for preparing annual reviews and follow the process for third-year review, tenure and promotion for joint appointments outlined in the Faculty Handbook. Departments/programs [and/or the School of Theology] must participate in and share responsibility for evaluating the joint appointee, considering the work done for both departments/programs in the academic review process. The chairs/directors [and/or the dean of the School of Theology] must ensure that peer class observations are conducted by members of both departments/programs so that the appointee has feedback in all areas of their teaching.
4. *Administrative Home.* One department or program shall be selected by mutual agreement between the faculty member, the department chairs/directors [and/or the dean of the School of Theology], and the Dean of the Faculty as the administrative home department/program in the MOU. If no agreement can be reached, Academic Affairs will assign one of the departments/programs as the administrative home. The administrative home department/program will initiate the coordinated review process. An administrative home department/program is responsible for ensuring office space, administrative support, budget, and initiation of review process.
5. *Joint Responsibility for Mentoring.* Each department or program must mentor the faculty member and help them become part of their respective departmental/program community.
6. *Acknowledgment of Interdisciplinary Work.* During review, participants must acknowledge the appointee's multiple academic commitments and interdisciplinary work. This may entail making special effort to evaluate work that falls outside the typical purview of a single discipline. Reviewers for tenure and promotion must be capable of looking beyond disciplinary constraints and recognizing interdisciplinary and multidisciplinary research.
7. *Administrative Oversight.* If the jointly appointed faculty member becomes aware of conflicting expectations or procedures regarding the appointment, they must bring this to the attention of the department/program chairs/directors [and/or the dean of the School of Theology], who should work together to resolve the conflict and make note of the resolution in an addendum to the MOU.
8. *Alignment with Contract.* While every effort will be made to align the contract of the individual faculty member with the terms of the MOU, in those instances where the terms and provisions of an individual contract of a faculty member are inconsistent with the stipulations of the MOU, the provisions of the individual contract shall supercede.

Process

A joint appointment may be established through a new hire or through the long-term conversion of an established contract. The appointment may be initiated in any of the following ways:

1. Two or more departments and/or programs submit a single position request and obtain authorization for hiring from Academic Affairs; or
2. During active recruiting, a candidate is identified as a potential joint hire. Hiring for a joint appointment might then be pursued with approval of all involved: candidates, department/program chairs/directors [and/or the dean of the School of Theology], and Academic Affairs; or
3. An existing faculty line may be converted to continuous joint status with approval of the faculty member, the department/program chairs/directors, and Academic Affairs.

Changes in Appointment

Faculty members' appointments may be altered over the course of their academic career but alterations must be developed in accordance with the Faculty Handbook and finalized in consultation with all parties involved including the faculty member, the chairs/directors of the appropriate departments/programs [and/or the dean of the School of Theology], and the Dean of the Faculty.

Changes may include:

- a. conversion of an existing faculty line from single locus to a continuous joint appointment;
- b. alterations of the load of teaching, research, and service through changes to the MOU for an already established joint appointment;
- c. conversion of appointment from a joint appointment to a single locus.

Recommended Practices for Workload and Support

Teaching

Faculty with a joint appointment will ordinarily teach students in both departments/programs [and/or the School of Theology]. Curricular needs in departments/programs evolve and change over time. The expectations and related work assignment for faculty with joint appointments will not change, however, unless the MOU is formally modified or rescinded when the MOU expires or the departments/programs named in the MOU negotiate a temporary revision of the workload together with Academic Affairs and document these changes in an addendum to the MOU.

Colleagues in both of the appointee's departments/programs [and/or the School of Theology] will conduct peer course observations and provide feedback to the faculty member.

The instructional load for faculty with joint appointments shall be in parity with CSB/SJU tenure-track faculty workload, currently set at 6/6ths per academic year. The actual credit hours may vary depending upon the combination of courses aligned between both the departments/programs and re-assigned time for other duties.

Service

Departments/programs [and/or the School of Theology] are expected to coordinate their assignment of department/program committee work and other service-oriented tasks to avoid undue burden on the faculty member and to avoid assigning onerous service requirements that may impede the joint appointee's ability to meet their obligations to both departments/programs, especially prior to tenure. The overall assignment to department and/or program committee work and service-oriented tasks should aim to be equal to those of tenured or tenure-track faculty with a single locus of appointment. The faculty member should also coordinate university-level service with the chairs/directors of the departments/programs [and/or the dean of the School of Theology] sharing this appointment line.

Each department/program [and/or the School of Theology] should provide the faculty member with opportunities to participate broadly in the life of both academic departments/programs. At the beginning of each academic year, both departments/programs should, in consultation with the faculty member and in keeping with the principles expressed above, agree on the type of service expected, such as participation in program development, advising, recruiting, and strategic planning.

Scholarly and Creative Activities

Both departments/programs [and/or the School of Theology] will give due weight to interdisciplinary scholarly and creative activities in the faculty member's annual performance reviews. It is expected that the faculty member will contribute high-quality disciplinary and/or interdisciplinary scholarly and creative activities that make contributions to knowledge, theory and/or practice. Evaluation and input from both departments/programs sharing this appointment is critical for a comprehensive evaluation of the quality of the faculty member's overall scholarly and creative record. The faculty member's Plan for Professional Development Plan (PPD) should indicate how their scholarship meets the requirements outlined in the MOU and each department's/program's mission.

Governance

The faculty member will have voting rights, responsibilities, and privileges in governance, equal to those granted to single-locus tenure-track faculty. For college-wide committees or the Joint Faculty Senate, the faculty member will be represented within the division in which the home department resides.

Leave of Absence

When a faculty member applies for a professional leave with or without pay, both chairs/directors [and/or the dean of the School of Theology] sharing this appointee must confer to ensure there is no disagreement about the leave. The chair/director of the home department/program will make a recommendation to the Dean of Faculty.

Instructional Materials

Support for instructional materials will be negotiated with the department/program most appropriate for the task.

Review Process for Joint Appointments

Annual Probationary Reviews

Annual reviews must be conducted on the same cycle as for single-locus faculty and the responsibility for initiating the review shall fall on the home department chair/director [and/or the dean of the School of Theology]. Both chairs/directors must fill out all relevant sections of the review, including questions pertaining to section 2.5.5 of the Faculty Handbook on professional identity/personal qualities/support of the mission. Both departments or programs bear the responsibility for ensuring that the annual probationary reviews are conducted in accordance with the MOU and Faculty Handbook. Joint appointees shall meet with both chairs/directors to discuss how the MOU and the distribution of the workload is working for the appointee and the departments/programs involved.

Additionally, the effectiveness of the MOU will itself be evaluated jointly by the chairs/directors [and/or the dean of the School of Theology] as part of the candidate's annual review process. On the annual review form, chairs/directors will address how the MOU itself is working in a narrative paragraph. They will offer an objective recounting of the functioning of the division of labor and assignments, the basis for any decisions made between the departments/programs for that year that effect this functioning, how each department benefits from the arrangements, and projections for the future in regard to the MOU. This brief annual joint review of the MOU itself prepares the way for the similar joint statement chairs/directors [and/or the dean of the School of Theology] will submit as part of the rank and tenure process.

Third-Year, Tenure, and Promotion Reviews

As stipulated in Section 2.5 of the CSB/SJU Faculty Handbook, formal evaluations of tenured/tenure-track faculty are carried out by the Rank and Tenure Committee during the third year of full-time appointment, during the sixth year (resulting in a decision on the granting of tenure), and before promotion in rank.

The faculty member under review must prepare a single file and make it available to both departments/programs to which they are assigned in accordance with the Faculty Handbook requirements for all faculty members. However, a joint appointee under review must include in the Plan for Professional Development (PPD) how his/her/their work aligns with the departments/programs' missions, the MOU requirements, and the missions of the colleges.

As stipulated in the Faculty Handbook, each department/program [and/or the School of Theology] will schedule a separate meeting of all tenured, tenure-track, and full-time term contract members of the department for the purpose of evaluating the candidate using the criteria set forth in section 2.5. In addition, the chairs/directors of departments/programs [and/or the dean of the School of Theology] that have a faculty member with a joint appointment undergoing review must submit a joint letter addressing the function and status of the MOU. This letter addresses the administrative aspects of the MOU and is not an evaluation of the candidate. (This may involve, for example, an explanation as to the ways that the joint appointee under review was needed more one place than the other so that the Rank and Tenure committee will be able to deliberate more fairly on the appointee's file.) A copy of the MOU must be attached to this joint letter.

All teaching, service, and research must be examined on their quality rather than the discipline to which it may belong. Reviews must be holistic and must take into account scholarship, teaching, and service conducted in all departments/programs.

Resolving Conflicts

The faculty member who holds a shared appointment is expected to play an active role in facilitating effective collaboration between the two academic departments/programs [and/or the School of Theology] named in the MOU. The faculty member is expected to become familiar with each department/program's expectations and procedures. If these procedures conflict, the faculty member should notify the chairs/directors of the sharing departments/programs [and/or the dean of the School of Theology] and the Dean of the Faculty and ask for a resolution.

In order to resolve personnel conflicts, it is recommended that an individual faculty member's concerns be first expressed at the most appropriate lowest level of either sharing department or program. Appropriate upper levels of administration related to the academic department/program should become involved only if the department's/program's efforts to resolve the difficulty prove to be unsatisfactory. If problems persist, the relevant upper level administrators should undertake to resolve them.

If a department/program has concerns about a joint faculty member's performance or conduct, the administrator who is most knowledgeable about the concern should address the difficulty. Each department/program administrator has a responsibility to notify the faculty member's other department/program administrator of the problem and work jointly towards resolution. Assurance of the faculty member's appropriate due processes among all involved is critical.

CHECKLIST FOR A MEMORANDUM OF UNDERSTANDING FOR A JOINT ACADEMIC APPOINTMENTS AT CSB/SJU

At the beginning of a joint appointment, Academic Affairs and department chairs/directors [and/or the dean of the School of Theology] must develop a memorandum of understanding (MOU) that clarifies how they will engage in key procedures related to the faculty member's appointment and academic career.

For new faculty appointments, the MOU must be attached to the offer letter. For a current faculty member who accepts an additional academic appointment, the two departments/programs must prepare the MOU at the time of the appointment.

The key issues that such a memorandum should address are listed below.

Rights and Responsibilities

- The key responsibilities of the administrative home as agreed upon by the departments/programs and the Dean of Faculty.
- The academic locus of the tenure line.
- Any alterations to the initial hiring contract or MOU that stipulates initial or altered distribution of the joint appointee's teaching, research, and service or administrative responsibilities or the extension or reduction of rights and responsibilities of the appointee in question.

- The faculty member's teaching, scholarly or creative work, and service responsibilities in each department/program.
- The right of the joint appointee in faculty governance (voting, representation, etc).

Reviews

- The criteria on which the candidate's performance will be assessed.
- A brief description of the process and schedule the departments/programs will follow (separately and jointly) to review the faculty member's performance and progress.
- The process under which the departments/programs plan to coordinate promotion and tenure reviews.

Changes in the Appointment

- The process by which joint appointments can be altered or ended and who is involved in this process.
- The constraints, if any, for the faculty member at the rank of Assistant Professor, to discontinue an academic appointment prior to tenure or promotion review.

Other Terms/Logistics

- The department/program that will provide office space for the faculty member.
- The rights the joint appointee has to access policies and resources of each of the departments/programs involved.
- Any relevant start-up funds.
- A process for the faculty member to seek resolution of joint appointment issues (in most cases, approach the Dean of the Faculty).
- Allocation of research-related travel.
- Length of time of the MOU.

