North Carolina Agricultural & Technical State University
Joint Appointments Policy
Approved by the Faculty Senate September 24, 2002
Approved by the Board of Trustees on February 21, 2007

Preamble

Under the provisions and the Vision of the FUTURES initiative, North Carolina Agricultural and Technical State University is a learner-centered community that develops and preserves intellectual capital through interdisciplinary learning, discovery, engagement, and operational excellence, with one of the themes focusing on Distinctive, Visionary Interdisciplinary Programs and Centers. Consistent with the FUTURES Vision, the Joint Appointment (JA) task force seeks to develop policies promoting joint appointments to support a learning environment in which opportunities to build solutions are based on expertise in more than one discipline, where teaching focuses more on the ability to organize, assess, apply, and create interdisciplinary knowledge rather than the transmission of existing knowledge to students.

Joint Appointments

A joint appointment can occur through a number of scenarios including: (1) An appointment in which the faculty member's FTE resides in one department (referred to as the primary or home department), but he or she is given a without salary (WOS) appointment in one or more secondary departments. This scenario implies that the faculty member is appointed at 0% time in the secondary department. (2) A joint appointment involving the buying out a portion of time of the faculty member by the secondary department; and (3) An appointment in which the faculty's FTE is split into agreed percentages between the primary and secondary departments, with the primary department maintaining at least 50% of the FTE [1]. The unit having the greater percentage of the salary-and-commitment distribution of a joint appointment is the home unit; but if the distribution is equal or nearly so, the choice of home unit shall be made by the faculty member along with specific agreement between the units and the faculty member.

In order to avoid repetitions in our presentation on "Joint appointments," the term, unit, is restricted to mean "college or school," and joint appointment is from here on restricted to mean "joint appointment in more units than one." Also the provisions and language of this document are formulated, for convenience, for appointments involving two units; but they are to be regarded as applying, with the obvious required changes, to appointments involving more than two units.

A joint appointment may be considered when a faculty member makes a major contribution in terms of time, effort, and programmatic need to the academic programs of two or more departments or schools. This contribution should be on a continuing basis and judged to be sufficiently significant for the joint appointee to have voting
privileges in both (or all) departments, which frequently share in providing salary and/or other support and may share in the tenure commitment. In all joint appointments, even those that are divided evenly between departments, one department is designated as primary and the other as secondary. The primary and secondary designations are made at the time of the initial joint appointment and may be changed with the permission of the relevant department chairs and school deans.

Joint appointments are normally made at the time of initial appointment. As such, the appointment file includes a description of the candidate’s anticipated role in both departments and appointment forms are signed by both Department Chairs and Deans. Occasionally, however, a faculty member’s involvement with a secondary department will increase over time to the point that a joint appointment seems appropriate. In that case, the joint appointment is recommended on a Secondary/Joint Appointment Agreement form that includes a description of the basis for the changed status and relevant FTE arrangements; it is signed by both Department Chairs and Deans. Joint appointments for untenured and non-tenure-track faculty on term appointments are normally for the duration of the appointment; for tenured faculty the joint nature of the appointment should normally be without limit of time. Similarly, for non-tenure line faculty on continuing terms of appointment, the joint nature of the appointment should normally be for a continuing term.

For reappointments and promotions of faculty holding joint appointments, the following process is to be used. Its purpose includes preventing a situation in which one department votes positively and the other negatively on a reappointment or promotion. The primary department/school carries out the full review, although it is expected that faculty from the secondary department will be members of the departmental review committee. The primary department votes on the reappointment or promotion, and, if the vote is positive, forwards the recommendation to the School Dean. If the primary school dean recommends the reappointment or promotion, then the secondary Department/School votes on whether to continue the joint appointment. If the secondary department and school recommend in favor of continuing the joint appointment, the file is forwarded to the Provost as a joint appointment. If the secondary department and/or school decide against continuing the joint appointment, the recommendation goes forward to the Provost as a full-time appointment in the primary department.

Except in the case of promotion from tenured associate professor to professor, if the primary department recommends negatively, it is expected that the individual’s faculty appointment will end. However, the secondary department, at its discretion and if tenure density, salary, and other necessary resources are available, may undertake a full evaluation process. If the result is positive, and if the reappointment or promotion subsequently receives final University approval, the appointment becomes full time in the previously secondary department [2].

Advertisement/Posting of joint appointment vacancies
It shall be the responsibility of the Dean of the School/College proposing the joint appointment to coordinate, in conjunction with the Dean of the cooperating School/College, the position description. Both/all units that will be involved in administering the joint position should agree on the substance and format of posting. The Deans should then sign off on the posting. Proper documentation and joint records should be kept by applicable departments.

The posting should be consistent with agreement of the departments. There should be no more than two departments involved in salary and administration of the joint position. If the faculty member will serve on more than two (2) departments, agreements must be reached to enable secondary departments to buy out time/expertise of the faculty member.

The advertisement should clearly state that the position is a joint appointment between the participating departments. The position description should clearly state what the responsibilities of the jointly appointed faculty member will be upon appointment.

**Candidate selection processes**

A joint search committee with equitable representation from the participating departments should be appointed by the Department Chairs in consultation with the Deans of the Schools/Colleges in which the candidate will serve should be convened. The decision to embark on a jointly appointed faculty position should be based on the needs of the primary and secondary departments.

**Interview processes/procedures**

The process and procedures should be pre-determined and agreed upon by all concerned Departments/Schools/Colleges. More time should be allocated given that more than one unit in the University will be involved. Expectations of the candidate must be clearly stated during the interview. Faculty from the units involved in the joint position must evaluate candidates.

**Initial Appointment letter(s)**

Initial appointment and all subsequent personnel actions require the consent of the involved academic unit(s), and are subject to the normal review requirements appropriate to the action. Initial appointment letters should be issued consistent with the existing procedures as outlined in the faculty handbook. One letter should be issued, signed off by Deans of the participating Schools/Colleges.

**School/College/Department affiliations and associated policies for interaction**

The terms of affiliation of the jointly appointed faculty member must be stated with utmost clarity. A joint faculty committee structure should be initiated upon appointment at the School/College level. Deans must ensure that the processes mirror those traversed by any other faculty. At all cost, we need to avoid confusion and mixed messages to the faculty.
The administrative distinction between secondary and joint appointments is that the secondary appointments do not involve any contribution to the faculty salary line; joint appointments do. This matter must be worked out between the Chair and the Dean of the Faculty prior to considering a joint appointment. However, even when a unit does not make a financial contribution to a secondary appointment, it may identify some appointments as joint in order to grant voting rights to secondary faculty on special issues, for example, on bylaws and personnel matters. The agreement governing the appointment (see sample in Appendix A) should clearly identify any such privilege. Secondary faculty appointed to ad hoc personnel review committees may vote on the committee recommendation, even if they are not entitled by the unit's bylaws to vote in the subsequent general faculty meeting.

A decision to convert an appointment in one unit into a joint appointment between that unit and another, to take effect during the term of the existing appointment, may be made by agreement between the Deans of the units, the relevant Department Chairs, and the faculty member. The agreement governing the appointment (see sample in Appendix A) should clearly identify the rights, responsibilities and privileges of such an appointment. This abbreviated procedure is to be followed if the faculty member is currently not tenured or if the current appointment is with indefinite tenure, and a comprehensive procedure in all other cases. The decision shall become final upon the approval by the Provost, who must obtain the opinion of the appropriate University Committee on Faculty Appointments if a comprehensive procedure was prescribed. Such a decision is not regarded as an appointment decision requiring approval by the Board of Trustees. In all cases, it is the responsibility of the two units to clearly address all the pertinent questions identified in the sample agreement and any others deemed necessary to facilitate the joint appointment. Issues not addressed in the agreement will be governed solely by the rules of the primary unit.

In none of the scenarios for implementing joint appointments does the decision to seek a joint appointment or the result thereof affect the terms of the current appointment.

**Reporting requirements**

The reporting structure should be set up to enable the faculty to report to one department, with input from the participating/cooperating department, at any given time and assignment. It is inappropriate and inherently unfair to the faculty to have more than one (primary) reporting line. The faculty member should be allowed to choose host or primary department based on training and/or research interest, and once selected, that department should generate and track one set of the required paperwork and/or procedures.

**Regular evaluation procedures**

The process for conducting regular evaluation procedures should be as agreed upon by the participating departments. The primary department should take the lead in developing such procedures, with input from the secondary unit.
The evaluation procedures must reflect the realities of the reporting structure, assignments given, organizational expectations, and the faculty talents, duties and responsibilities.

**Organizational Expectations**

In order to make it an attractive proposition, there should be **no duplication of requirements** for the jointly appointed faculty. It should be clearly defined, at the Dean’s level for all participating units, which responsibilities, such as meetings, committees, etc. will be required of the jointly appointed faculty, and it should be consistent with the workload of any regularly appointed faculty member. The jointly appointed faculty should not be expected to do twice or three times as much as the regularly appointed faculty. Equity, fairness and ethical leadership is required.

**Parking** shall be to the jointly appointed faculty member to provide reasonable access to each areas that they work to ensure that they have access to all their work areas, at the level of their purchased parking permit, similar to those provided for regularly appointed faculty members.

**Class schedules** for should be coordinated between participating departments in the joint appointment to ensure that the jointly appointed faculty member is given a fair and workable teaching schedule that is comparable to schedules for regularly appointed faculty members. Participating units should make efforts to establish firm agreements on time slots for each semester to avoid conflicts in scheduling, and ensure adequate spacing of classes to allow ample time for travel between units as applicable.

**Contract renewals**

Contract renewal process should follow the same schedule and procedures as for regularly appointed faculty; but a joint committee with equitable representation of all participating departments must be convened to review such applications for endorsement. No undue burden should be placed on the jointly appointed faculty in this regard. Clearly defined expectations, monitoring and evaluation are paramount here. The primary department must coordinate and manage the process to generate and track the necessary documentation, and be responsible for obtaining the necessary endorsements from the secondary department(s) for onward transmission to the final decision points.

**Promotion and tenure process/Evaluation**

The process for applying for promotion and/or tenure as well as the evaluation(s) should be the same as those that apply to regularly appointed faculty; but a joint committee with equitable representation of all participating departments must be convened to review such applications for endorsement. No undue burden should be placed on the jointly appointed faculty in this regard. Clearly defined expectations, monitoring and evaluation are paramount here. The primary department must coordinate and manage the process to generate and track the necessary documentation, and be responsible for obtaining the necessary endorsements form the secondary department(s) for onward transmission to the final decision points.
A single format satisfactory to all departments involved should be used. The faculty must be very aware of these processes. The primary department should use their format, again, with input from the secondary department.

Post Tenure review process/Evaluation

The post-tenure review process for the jointly appointed faculty shall follow the same process as that for any regularly appointed faculty with the exception that the faculty may elect to select their reviewees from any combination of the participating units, but the member selected by the department should come from the department in which the faculty member holds primary appointment.

The primary department must coordinate and manage the process to generate and track the necessary documentation, and be responsible for obtaining the necessary endorsements from the secondary department(s) for onward transmission to the final decision points.

A single format satisfactory to all departments involved should be used. The faculty must be very aware of these processes. The primary department should use their format, again, with input from the secondary department.

Administration of Grievances

Same as regularly appointed faculty with multiple access portals, through each unit with which the faculty is affiliated, if necessary. The primary unit should coordinate any grievance procedure with adequate representation and input from secondary unit(s).

Retirement

Retirement should follow the same procedures as it applies to any other faculty. The primary department must coordinate and manage the process to generate and track the necessary documentation, and be responsible for obtaining the necessary endorsements from the secondary department(s) for onward transmission to the final decision points.

Joint Appointment Waiver Option

Whenever an appointee serves on a joint appointment basis the department with primary jurisdiction has the responsibility to coordinate and obtain the other department’s recommendation concerning advancements or other academic personnel actions of the individual. Any submission of academic actions on the individual’s behalf must include the recommendation of each Department Chair as well as the faculty vote from each department.

1. Request for Waiver

At anytime during the duration of the joint appointment, where appointment in the secondary department is at 0% time, the holder may request in writing that the secondary department consider waiving participation in his/her personnel actions. This request, addressed to the Chair of the secondary department, will be considered by the
full faculty and voted upon. If the faculty accepts this waiver request by a majority vote, the Chair will forward the result of the vote and make a recommendation to the relevant Dean for final approval.

2. Duration

The approved waiver may be in effect for a period of up to three years and may be reconsidered at the request of the appointee or through a majority vote of the secondary department.

When a holder of this type of a joint appointment is promoted in rank or advanced in step, he or she is to be viewed as holding the new step or rank in both the primary and secondary department, irrespective of whether the secondary department has waived participation in the academic personnel reviews of the appointee.

3. Participation in Secondary Department Matters

A holder of a joint appointment who waives the participation of the secondary department in his or her academic personnel reviews, thereby also waives the right to participate in and the right to vote on academic personnel matters in the secondary department so long as the waiver of the department’s participation in his or her own academic personnel reviews is in effect.

The waiver of participation and the right to vote does not extend, however, to matters in the secondary department that do not involve academic personnel issues.

4. Procedures

Deans should develop procedures to accommodate requests and ensure that faculty review and vote are acted upon in a timely manner.

Requests for waivers and faculty vote documentation are to be maintained in both the department and Dean’s Office. It will be the Dean’s Office responsibility to monitor the three year waiver period and ensure that notification is issued in advance of the expiration of the waiver period.

When initiating a joint appointment in a secondary department, the candidate must be informed of the waiver option. If a waiver is requested at the time of appointment, the vote page should indicate two votes. The first vote addressing the joint appointment action, the second vote addressing the request for waiver.
When preparing Merit and Promotion dossier for individuals who have opted or waive secondary department review, the effective dates of the waiver should be clearly highlighted at the bottom of the vote page. This will enable all reviewing agencies to easily identify action that are subject to the waiver option, and avoid unnecessary delay.

**Vacant Joint Appointment Positions**

In order to preserve the intent and spirit of the FUTURES initiative, Deans are strongly encouraged to maintain faculty positions initiated as joint positions, which become vacant as a result of terminations, resignations, and retirements as joint positions. Any changes in filling such positions are subject to the approval of the Provost and Vice Chancellor for Academic Affairs.
APPENDIX

SAMPLE AGREEMENT FOR A SECONDARY/JOINT APPOINTMENT

The Department of ___________________ has voted to offer a secondary appointment to Professor ______________ currently _____ Professor of ______________. The request is to offer Professor ______________ an ______________ appointment as ______________ Professor of ______________ for a ___X___ year term beginning ______________ and ending ______________. We agree that Professor ______________’s division of duties and responsibilities will be divided as described here; otherwise, the rules of Professor ______________’s primary department will govern his/her activities, responsibilities, and privileges.

Faculty responsibilities:
- Courses taught
- Setting of teaching schedules
- Committee participation
- Undergraduate advising
- Graduate advising and mentoring

Faculty privileges and support:
- Voting rights (if different from those outlined in each unit’s bylaws)
- TA assignment
- Equipment support (e.g., computing, copying, laboratory, telephone)
- Administrative support (e.g., typing, scheduling)
- Research support

Personnel evaluation:
- Annual evaluations and salary recommendations to the Dean
- Reappointment and promotion reviews.

Chair of Primary Program

__________________________

Chair of Secondary/Joint Unit

__________________________

Dean of Primary Program

__________________________

Dean of Secondary/Joint Unit

__________________________