

Guidelines for Appointment of Tenure-Track Faculty with Affiliations in both Tenure-Granting Departments and other SIUSM Academic or Administrative Units

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Background and Purpose: The number of faculty with dual departmental and/or non-departmental academic appointments has increased dramatically in recent years. The purpose of this document is to identify issues and specify solutions to factors that could influence the academic success of faculty with dual appointments. The solutions provided below are recommended suggestions. Other relationships are possible with the joint agreement of the Chair and Director and in consultation with the faculty member. However, deviations from this document should be specified in writing at the time of hire of the faculty member (and thereafter, if necessary), formatted in a manner similar to and referenced to this document, and signed by all parties.

1. For purposes of this document, consider two categories of appointments for tenure-track faculty.
 - a. TGD: an academic tenure-granting department (TGD)
 - b. NDU: a non-departmental unit (NDU) that is authorized to recruit faculty but not to grant tenure
2. All faculty members within a department must hold privileges and opportunities consistent with their contributions to the department, as determined by participation in the teaching and service responsibilities of the TGD, the allocation of salary support for the position between the TGD and the NDU, and the departmental or unit operating papers.
3. All departmental faculty members are expected to carry an appropriate and equitable teaching and service load, consistent with the position description. This policy sustains the understanding that all faculty members must contribute fully toward the educational and service responsibilities of SIUSM and positions non-tenured NDU faculty to generate the credentials necessary for obtaining tenure and promotions within the TDG.
 - a. The TGD Chair will develop the position description in consultation with the faculty member. This responsibility is consistent with the Chair's experience with the departmental tenure process and obligation to assure that the position description will appropriately position the faculty member to be competitive for tenure and promotion.
 - b. The Director of the NDU will be given the opportunity to review and co-sign the position description, indicating agreement with the delineated responsibilities.
 - c. If the Chair and NDU Director disagree on the position description, the Director may bring the matter to the Dean, who will then negotiate the development of the position description.
4. Allocation of financial support and responsibilities
 - a. The TGD is expected to financially support the teaching responsibilities of NDU faculty members (e.g., secretarial support, photocopying). This expectation reflects the advantage accrued by the department of gaining a faculty member who will contribute to meeting the departmental teaching obligations without a necessary associated commitment for salary support.
 - b. The NDU is expected to financially support the salary of NDU faculty members, provide office and laboratory space consistent with research needs, and provide the necessary administrative support services associated with research and institutional service (e.g., committees, study section, etc.). Such administrative support services include, but are not necessarily limited to, secretarial and administrative support for preparation of grant applications and post-award grant administration.
 - i. The responsibility to provide salary and research support can be shared by the TGD and NDU based on an agreement between the Chair and Director.
 - ii. The responsibility to provide secretarial and administrative support for research-related activities can be met by the NDU *per se* or through a negotiated administrative arrangement with the TGD.

- c. Salary return dollars from grant release will be distributed proportionately to administrative units that contribute to paying the salary of the faculty member.
 - d. To encourage full commitment of the TGD to the research productivity and career development of NDU faculty and to cover miscellaneous costs to the department, the TDG will receive a share of the indirect cost (IDC) recovery that returns to the NDU.
 - i. IDC recovery will be allotted consistent with existing SIUSM policy. The percentage of total IDC earmarked to return to departmental units according to that policy will be proportionately allocated to the administrative units contributing to the salary support of a given faculty member. In the event that the TGD does not contribute to salary, 75% of the amount will be apportioned to those units paying the salary, and 25% will be allocated to the TGD. Thus, for a \$250,000 NIH grant generating 44.5% in IDC costs (\$111,250) below the \$1.2 million benchmark, 20% (\$22,250) will be divided as \$16,687.50 to the NDU and \$5,562.50 to the academic department.
 - ii. Within the TGD, IDC recovery, if allocated to individual TGD faculty, must be made available in an identical (i.e., proportionate) manner to NDU faculty.
 - e. NDU faculty and/or the relevant NDU are expected to underwrite the cost of support for graduate students mentored by NDU faculty. This requirement will take effect whenever a student formally joins the laboratory of an NDU faculty member.
 - i. Departments will establish graduate stipends through normal departmental processes.
 - ii. NDU faculty members are expected to comply with established scales.
 - iii. NDU faculty members are expected to participate in graduate training, consistent with items 2 and 3a above.
5. Evaluation of NDU faculty
- a. Approach A: Dual evaluations
 - i. The Chair of the TGD and the Director or other individual who has administrative responsibility for an NDU faculty member will each conduct annual performance evaluations of that person and generate a written memo of record.
 - 1. The evaluation generated by the Chair will reflect progress toward tenure and promotion of the faculty member.
 - 2. Evaluation for merit raises will be determined jointly depending on how salary obligations are met.
 - ii. The Chair and NDU Director are expected to share their assessments and discuss discrepancies in the evaluations. If the views of the Chair and Director differ substantially and consensus cannot be reached, either party can bring the issue to the Dean for arbitration.
 - b. Approach B: TGD-based evaluations
 - i. The Chair of the TGD that holds tenure responsibility for an NDU faculty member will conduct an annual performance evaluation for that individual and will generate a memo of record documenting accomplishments, goals, and progress toward promotion and tenure.
 - ii. The memo of record will be shared with the director of the NDU. The memo of record will be jointly signed by the Chair, the Director, and the faculty member.
 - iii. If the view of the NDU Director differs substantially with the assessment of the Chair and consensus cannot be reached, either party can bring the issue to the Dean for arbitration.
 - iv. The evaluation generated by the chair will serve as a basis for the determination of the merit increase to the faculty member. The recommendations for merit increase will be discussed with the Director of the NDU to achieve consensus. If consensus cannot be reached, either party can bring the issue to the Dean for arbitration.

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