



Faculty and Personnel Affairs Committee (FPAC)

Response to Charge S-2317-3

April 8, 2026

Title: Prevalence, Procedures, and Challenges of Faculty Occupancy of Dual Leadership Roles

Description of Charge:

FPAC is charged with investigating and making recommendations it deems necessary on the following two issues:

1. How common are dual full-time faculty leadership role situations at Rutgers, and what are the rationales under which such dual roles are undertaken?
2. What is the process by which such dual role leadership situations are undertaken, regarding (but not necessarily limited to):
 - a. the potentially unfilled portion of FTE in one or both positions;
 - b. the identification and selection of other individuals to supplement one or both of the dual roles, including how existing procedures for filling such positions are or are not followed (e.g., is one or both roles in such situations reverted to being appointed rather than competitively hired in any circumstances);
 - c. the clarification of the work tasks required for each of the leadership roles held, and evaluation of performance in those roles, given that they are engaged at less than 100% FTE;
 - d. assurance that potential conflict of interest is identified and pre-empted or managed?

Background:

In recent years, the University Senate became aware of instances in which faculty members were appointed concurrently to multiple senior academic leadership roles. These arrangements, some of which crossed administrative lines, campuses, or academic constituencies, prompted concern regarding transparency, workload distribution, potential conflicts of interest, and the role of shared governance in reviewing and approving such appointments. In response, Charge S-2317-3 was submitted to the Executive Committee on September 25, 2023, requesting that FPAC investigate the prevalence, procedures, and challenges associated with faculty occupying dual leadership roles at the University.

At the time the charge was initiated, the University did not maintain a policy explicitly governing dual leadership roles as a distinct category of appointment. FPAC therefore grounded its review in existing policies addressing primary employment, additional assignments, and interim appointments, including Policy 60.1.24 ([Primary Employment and Additional Assignments](#)) and Policy 60.4.7 ([Acting Appointment – Administrative and Managerial, Professional, Supervisory, and Confidential Staff](#)).

As part of its review, FPAC examined available administrative data identifying faculty holding senior academic leadership roles who also maintained one or more secondary non-teaching assignments. FPAC's review also occurred alongside institutional efforts examining secondary appointment practices, including the 2025 Class 8 and Extra Pay Practices Review and Realignment Committee Report. That review identified challenges related to inconsistent documentation, limited standardization, and difficulty identifying leadership authority embedded within secondary assignments. While focused primarily on compensation practices and internal controls, its findings underscore structural limitations relevant to identifying leadership authority exercised through secondary appointment mechanisms.

Discussion and Considerations:

When considering individuals with a primary job title at or above the level of Dean, including all designation variants (e.g., vice, senior vice, executive vice, associate, assistant, or area), FPAC identified 35 individuals holding at least one secondary appointment typically associated with Class 8 designations (see Appendix).

Of these individuals, five held titles at the level of Chancellor and/or Provost, and thirty held titles at the level of Dean. No individuals were identified as holding concurrent titles of Chancellor/Provost and Dean.

Among those with titles at the level of Chancellor and/or Provost (n=5), all held no more than one secondary appointment. These secondary appointments were classified as coadjutant non-teaching roles. Based on primary appointment location, two individuals were affiliated with the New Brunswick campus and three with the Newark campus. One individual held a secondary appointment on a different campus from their primary role; all remaining appointments were co-located with the primary appointment.

Among those with titles at the level of Dean (n=30), eight individuals (26.7%) held more than one secondary appointment. Across this cohort, the average number of secondary appointments was 1.38 (median = 1, with a range from 1 to 3). Primary appointments were distributed across

the New Brunswick (50%), Newark (40%), and Camden (10%) campuses, with only one cross-campus secondary appointment identified.

FPAC identified structural limitations within existing administrative systems that complicate the identification of leadership authority embedded within secondary appointments. These limitations mirror concerns documented in the Class 8 review, which noted difficulty distinguishing leadership authority from other forms of additional work and variability in approval and documentation practices across units.

There are currently no University policies specific to dual full-time faculty leadership roles to govern or protect against problems innate to these situations, such as management of unfilled portions of full-time equivalents in one or more positions and assurance that potential conflicts of interest are identified, pre-empted, and managed. Additionally, FPAC is unaware of shared governance approaches to dual full-time faculty leadership roles.

Summary and Synthesis:

FPAC's review identifies governance challenges associated with dual leadership roles in the absence of clear standards and systematic oversight. Existing policies governing additional assignments and interim appointments were not designed to regulate the consolidation of senior academic authority.

The committee concludes that dual leadership roles should be avoided except in narrowly defined emergency circumstances, and that interim leadership appointments must be explicitly justified, clearly designated, time-limited, and subject to meaningful shared governance review. These principles are essential to maintaining transparency, accountability, and confidence in academic leadership structures.

Further, shared governance should play a critical role in the review of interim and dual leadership arrangements. Because senior academic leadership roles carry substantial authority over academic programs, faculty personnel processes, budgets, and governance structures, shared governance review provides an essential forum for assessing conflicts of interest, workload feasibility, and institutional impact, and for distinguishing temporary emergency measures from longer-term structural changes.

Recommendations:

Be it resolved, the University Senate recommends that:

1. Dual leadership appointments shall be avoided. This is especially critical for dual appointments that cross levels of administration (e.g., dual appointment at the level of

provost and dean) or across campuses/central administration (e.g., dual appointment in central administration and campus chancellor level).

2. No individual's primary appointment title shall include more than one senior academic leadership designation.
3. If an individual is to assume a secondary appointment in a leadership role, it shall be designated as an interim leadership appointment. Any existing secondary leadership appointment that is not currently designated as such shall immediately be identified in this way and converted to an interim leadership appointment.
4. Interim leadership appointments shall be permitted only with documented justification for emergency or transitional need.
5. Interim leadership appointments shall be limited to a maximum of six months unless formally extended with justification.
6. Interim leadership appointments shall be reviewed no later than three months after appointment and every thirty days thereafter.
7. Interim leadership appointments shall not cross levels of campus/university leadership, campuses, or academic constituencies.
8. Interim leadership roles shall be clearly identifiable in University administrative and human resources systems.
9. Interim leadership appointments shall require prior shared governance review.
10. Shared governance review shall continue throughout the duration of any interim leadership appointment.

Respectfully submitted,

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References:

Rutgers University. *Policy 60.1.24: Primary Employment and Additional Assignments.*
<https://policies.rutgers.edu/B.aspx?BookId=12097&PageId=459457>

Rutgers University. *Policy 60.4.7: Acting Appointment – Administrative and Managerial, Professional, Supervisory, and Confidential Staff.*
<https://policies.rutgers.edu/B.aspx?BookId=12132&PageId=459500>

Rutgers University Audit and Advisory Services. *Class 8 and Extra Pay Practices Review and Realignment Committee Report.* 2025.

Appendix: De-Identified Report of Individuals in Leadership Positions Holding Secondary Titles

Primary Job Title: Chancellor and/or Provost				
Name	Department	CLU	Job Title	Empl Class
Case 1	Enrollment Management Newark	NEWARK	VICE CHANCELLOR	1
	Newark Chancellor	NEWARK	COADJUTANT-CASUAL NONTEACHING	8
Case 2	Faculty Affairs	NEW BRUNSWICK	VICE PROVOST	1
	Lecturers	NEWARK	COADJUTANT - CASUAL	8

Case 3	Provost	NEWARK	PROVOST & EXEC VICE CHANCELLOR	1
	Management & Global Business	NEWARK	COADJUTANT-CASUAL NONTEACHING	8
Case 4	Academic Affairs	NEW BRUNSWICK	VICE PROVOST	1
	Academic Affairs	NEW BRUNSWICK	COADJUTANT-NONTEACHING	8
Case 5	Student Affairs Newark	NEWARK	SENIOR VICE CHANCELLOR	1
	Newark Chancellor	NEWARK	COADJUTANT-CASUAL NONTEACHING	8
Primary Job Title: Dean				
Name	Department	CLU	Job Title	Empl Class
Case 1	School of Social Work	NEW BRUNSWICK	ASSOC DEAN	1
	School of Social Work	NEW BRUNSWICK	COADJUTANT-NONTEACHING	8
Case 2	Undergraduate Program in NB	NEWARK	ASST DEAN III	1
	Lecturers	NEWARK	COADJUTANT CASUAL-R	8
	Management & Global Business	NEWARK	COADJUTANT-NONTEACHING	8
Case 3	Alumni & Corporate Engagement	NEWARK	ASSOC DEAN	1
	Rutgers Business School	NEWARK	COADJUTANT-NONTEACHING	8
Case 4	School of Arts & Sciences	NEW BRUNSWICK	AREA DEAN-SAS	1
	School of Arts & Sciences	NEW BRUNSWICK	COADJUTANT-NONTEACHING	8
Case 5	Graduate School of Applied & P	NEW BRUNSWICK	ASSOC DEAN	1
	Graduate School of Applied & P	NEW BRUNSWICK	COADJUTANT-NONTEACHING	8
Case 6	Academic Programs	NEW BRUNSWICK	DEAN	1
	Academic Programs	NEW BRUNSWICK	COADJUTANT-CASUAL NONTEACHING	8
Case 7	Rutgers Business School	NEWARK	VICE DEAN	1
	Lecturers	NEWARK	COADJUTANT CASUAL-R	8
	Rutgers Business School	NEWARK	COADJUTANT-NONTEACHING	8
	Rutgers Business School	NEWARK	COADJUTANT-NONTEACHING	8
Case 8	Bloustein Schl Plng & Pub Polc	NEW BRUNSWICK	DEAN	1
	New Jersey State Policy Lab	NEW BRUNSWICK	COADJUTANT-CASUAL NONTEACHING	8
Case 9	LAW-Dean's Office	CAMDEN	ASSOCIATE DEAN	1
	LAW-Dean's Office	CAMDEN	COADJUTANT-NONTEACHING	8
Case 10	School of Public Affairs & Adm	NEWARK	ASSOC DEAN I SPVR	1
	School of Public Affairs & Adm	NEWARK	COADJUTANT CASUAL-R	8
	Academic Foundations Center	NEWARK	COADJUTANT-NONTEACHING	8
Case 11	School of Arts & Sciences	NEW BRUNSWICK	VICE DEAN	1

	School of Arts & Sciences	NEW BRUNSWICK	COADJUTANT-NONTEACHING	8
Case 12	Graduate School of Education	NEW BRUNSWICK	ASSOC DEAN	1
	Learning & Teaching	NEW BRUNSWICK	COADJUTANT-CASUAL NONTEACHING	8
	Learning & Teaching	NEW BRUNSWICK	COADJUTANT-CASUAL NONTEACHING	8
	Teacher Education	NEW BRUNSWICK	COADJUTANT-CASUAL NONTEACHING	8
	Teacher Education	NEW BRUNSWICK	COADJUTANT-CASUAL NONTEACHING	8
Case 13	School of Arts & Sciences	NEW BRUNSWICK	EXEC VICE DEAN	1
	School of Arts & Sciences	NEW BRUNSWICK	COADJUTANT-NONTEACHING	8
	School of Arts & Sciences	NEW BRUNSWICK	COADJUTANT-NONTEACHING	8
Case 14	School of Arts & Sciences	NEW BRUNSWICK	VICE DEAN	1
	School of Arts & Sciences	NEW BRUNSWICK	COADJUTANT-NONTEACHING	8
Case 15	Undergraduate Program in NB Management & Global Business	NEWARK	ASST DEAN III COADJUTANT-NONTEACHING	1 8
Case 16	Faculty of Arts & Sciences Cam	CAMDEN	ASSOC DEAN	1
	Fine Arts	CAMDEN	COADJUTANT-NONTEACHING	8
Case 17	Mason Gross School of Arts Dea	NEW BRUNSWICK	ASST DEAN I SPVR	1
	Rutgers Cooperative Extension	NEW BRUNSWICK	COADJUTANT CASUAL-R	8
	Rutgers Cooperative Extension	NEW BRUNSWICK	COADJUTANT-NONTEACHING	8
Case 18	LAW-Dean's Office	CAMDEN	VICE DEAN	1
	LAW-Dean's Office	CAMDEN	COADJUTANT-NONTEACHING	8
Case 19	School Communicatn & Info Sci	NEW BRUNSWICK	ASSOCIATE DEAN	1
	School Communicatn & Info Sci	NEW BRUNSWICK	COADJUTANT-NONTEACHING	8
Case 20	School of Arts & Sciences	NEW BRUNSWICK	AREA DEAN-SAS	1
	School of Arts & Sciences	NEW BRUNSWICK	COADJUTANT-NONTEACHING	8
Case 21	School of Arts & Sciences	NEW BRUNSWICK	AREA DEAN-SAS	1
	School of Arts & Sciences	NEW BRUNSWICK	COADJUTANT-NONTEACHING	8
Case 22	RUNIN Nenu China Newark	NEWARK	ASST DEAN I	1
	RUNIN Nenu China Newark	NEWARK	COADJUTANT - CASUAL	8
Case 23	Graduate School of Applied & P	NEW BRUNSWICK	ASSOC DEAN	1
	Graduate School of Applied & P	NEW BRUNSWICK	COADJUTANT-NONTEACHING	8
Case 24	School of Arts & Sciences	NEW BRUNSWICK	ASSOC DEAN	1
	School of Arts & Sciences	NEW BRUNSWICK	COADJUTANT-NONTEACHING	8
	School of Arts & Sciences	NEW BRUNSWICK	COADJUTANT-NONTEACHING	8
Case 25	School Communicatn & Info Sci	NEW BRUNSWICK	ASST DEAN I SPVR	1

	Library & Information Science	NEW BRUNSWICK	COADJUTANT CASUAL-R	8
Case 26	Undergraduate Program in NB	NEWARK	ASST DEAN III SPVR	1
	Learning Centers - Acad Coachg	NEW BRUNSWICK	COADJUTANT-NONTEACHING	8
Case 27	Dean of Students Newark	NEWARK	DEAN OF STUDENTS	1
	Student Affairs Newark	NEWARK	COADJUTANT-NONTEACHING	8
Case 28	Law School Newark	NEWARK	ASSOC DEAN	1
	Law School Newark	NEWARK	COADJUTANT-NONTEACHING	8
Case 29	Law School Newark	NEWARK	VICE DEAN	1
	Law School Newark	NEWARK	COADJUTANT-NONTEACHING	8
Case 30	Dean of Students Newark	NEWARK	ASSOC DEAN II SPVR	1
	Student Affairs Newark	NEWARK	COADJUTANT-NONTEACHING	8
	Student Health Services Newark	NEWARK	COADJUTANT-NONTEACHING	8