


Memorandum

To: Faculty Senate
Seton Hall University

From: Karen E. Boroff, Ph.D. 
Interim Provost and Executive Vice President

Re: Approval of Faculty Senate Moption Re; Adjunct Compensation
(2019-FS-03)

Date: March 15, 2019

This is to provide you with a status update on your resolution on adjunct faculty salaries for those covered by the South Orange *Faculty Guide*. The Office of the Provost has been compiling information regarding your proposed increase to the minimum adjunct salaries, *i.e.* \$1500 per credit for adjuncts with a terminal degree and \$1200 per credit for those without the terminal degree. Based on a review of the College of Arts and Sciences, the Stillman School of Business and the College of Communication and the Arts, the proposed increase to base salary and to fringe would result in over an additional \$1 million to the expense budget. This increase is not a one-time fix, and has ongoing implications elsewhere in the budget, especially in light of the automatic raises contained in the proposal. I also need data on hiring and turnover rates caused by pay and other working condition concerns. I am attempting to gather this from HR and the deans. Beyond this, I await comparison salary data being collected by a consultant for Fairleigh Dickenson University, who will share that data with us. The Big East Provosts explored this topic at the recent Big East Provost meeting and will conduct an informal survey.

The dependence of most academic institutions on adjunct instructors and the desire to attract and retain those of high quality is a significant issue. Broadly speaking, I support adjustments for long serving adjuncts, those on whom we depend on year after year to instruct and engage our students. I would be in favor of increased pay, which is coupled with greater attention by the respective departments to the work done by these faculty. Concomitant with any increase in pay, I need time to estimate the budget impact of your proposal.

Direct pay is only one aspect of the total rewards of a compensation policy. So, as we consider direct pay, I would appreciate your insights on the several other important aspects pertaining to adjuncts:

- Thoughtful processes to bring on new adjuncts - This would include introduction to the various resources that are available to them, coordination of their syllabi and learning outcomes with those of the department, discussion of expectations for testing and course management, and of course, fulfilling the ordinary training in Title IX, discrimination, network security, and the like.

- Rigorous affirmation of work – This would include an opportunity for essential classroom visits by department faculty to have some basis for judging an adjunct faculty member’s effectiveness followed by a written evaluation, which would be given to the adjunct.
- Overall analytics for renewal - Some consideration of student satisfaction with the adjunct instructor and the degree to which they are meeting the basic expectations, e.g. office hours, comments on homework assignments, timely grading of examinations and papers. The scores and comments on the end of term teaching evaluations would also be reviewed by the chair to see if they are consistent with other department faculty.
- What other benefits are provided to adjunct professors in our local labor market and what other mandatory deductions are made on their pay?

While the correlations between the use of adjunct faculty and retention of students remains an active topic of research, I am sure we all agree that the feeling that one’s contributions to the educational mission are valued is important in retaining adjuncts. Besides increasing salaries, there are steps to take to be inclusive in our hiring practices in recruiting adjunct faculty and subsequently considerate of our adjuncts. I would like to see some reflections on these points and other aspects of adjunct work life in this proposal.