

ADJUNCT FACULTY AT THE UNIVERSITY OF DAYTON: A STATEMENT OF PRACTICE

August 2012 Revision of document originally written by Joseph Untener and Heidi McGrew.

I. BACKGROUND AND INTRODUCTION

All faculty at the University of Dayton are critical to the education of our students. The instructional staff at UD consists of many classifications including tenured and untenured faculty, full-time and adjunct faculty, lecturers, endowed chairs, visiting faculty, clinical faculty and others.

The category referred to as adjunct faculty is a particularly significant component though, and nearly all areas on campus employ adjunct faculty to some extent. To date, however, we have not had a clear statement of norms with regard to adjunct faculty and the role they play on campus. There is wide variation in practices with regard to adjunct faculty, varying from examples that are “best practice” to some that would be considered unacceptable by most. While there is need for variation and flexibility throughout campus, this document intends to make explicit some norms that are applicable university-wide and establishes an appropriate level of consistency.

- The University of Dayton has utilized adjunct faculty for many years, and will continue to in the future. It will be an ongoing role at UD and we need to do it well.
- Our students are not typically, and should not be, concerned about the rank, contract, or other details of their instructors’ employment status. A student in a given course should know that the professor is a qualified and caring expert in the field, and not be concerned about whether or not the person holds tenure, what their rank is, or any other employment detail of that individual. Our focus on student learning necessitates providing an excellent faculty with appropriate support, to ensure that this learning takes place, across the broad range of learning arrangements across the university.
- Adjunct faculty and their roles at UD are quite heterogeneous. Some adjunct faculty at UD are local experts teaching a course in a specialty area for which the university does not have a full time instructor. Some are qualified people who really enjoy the connection to UD and its students. Some are UD staff employees who teach a course as a part of or in addition to regular duties, and others are more dependent on the income derived by teaching here. This document is not written for any single subset of adjunct faculty roles, but rather is a broad university-wide set of norms.
- Quality of teaching is not directly tied to the employment status of the instructor. Some recent publications attempt to document poor teaching associated with

- adjunct status, but any depth of analysis at all indicates that poorly supported faculty, disconnected from the institution are limited in their performance.
- Utilizing adjunct faculty at UD allows the institution to meet its educational objectives. Without adjunct faculty, UD would need to move to very large course sections and/or greater use of TA's to operate within budget. Employing adjunct faculty is less expensive and offers a degree of flexibility relative to full time faculty and this approach allows UD to continue the culture of personal contact with a professor rather than the alternative approach.

II. PRACTICES WITH REGARD TO SALARY

A. University-wide Minimum Salary

The university has established a minimum salary for traditional three credit hour courses taught by adjunct faculty. For the '09-'10 academic year, the minimum salary for a traditional 16-week, three credit hour, on-campus course taught by adjunct faculty shall be \$2,200. This level is the "floor" and applies to all traditional courses of at least three credit hours taught at UD by adjunct faculty not otherwise employed by the University. In cases where a course is less than three credit hours, offered in a different format such as on-line or independent study, or is delivered in a different time frame, this minimum does not apply, but judgment should be exercised to determine comparable compensation levels. Some courses are paid at values higher than this level, and this minimum is not meant to deter that practice. There are cases where adjunct faculty specifically request pay below this value, and in any such case, a request from the instructor shall be in writing so that the exception and reason are explicitly documented.

B. Salary Increases

1. The university-wide minimum salary discussed above shall be increased every year nominally at the same rate that full time faculty pay is increased. Every adjunct faculty member who is being compensated at the minimum level then, shall receive a salary increase every year unless there is an overall freeze in pay at the University.
2. The UD budget process provides for an increase in all adjunct faculty funding similar to all other salary funding. Increases in overall adjunct faculty budgets then, shall be distributed to adjunct faculty overall. This does NOT stipulate an annual increase for any individual adjunct faculty, but does ensure that these increases budgeted for adjunct faculty overall, are distributed to adjunct faculty.
3. In addition to the annual raise for those at the floor discussed above, each school/department is encouraged to consider ways to recognize continued service at periodic intervals and to consider among other acknowledgements, increases in pay for extended service to the department.

C. Pay Periods

Adjunct faculty shall be paid at intervals corresponding to the period of teaching and not be delayed without substantial reason. To ensure that this occurs, all documentation including a PAF must be submitted in time for HR and Payroll to process. The dates below apply to all adjunct faculty and departments:

	Submit PAF to HR by	Pay dates
Fall	Aug. 5	9/10&25, 10/10&25, 11/10&25, 12/10&25
Spring	Dec. 15	1/25, 2/10&25, 3/10&25, 4/10&25, 5/10
Third term	April 20	6/10&25, 7/10&25, 8/10&25
1st half		6/10, 6/25 and 7/10
2nd half		7/25, 8/10 and 8/25

The adjunct faculty member and the department must work together to ensure that these deadlines are met. Any delay in submitting this documentation beyond the deadline date results in a delay in pay and in parking passes, both important issues. There is sometimes need to hire late, and in these cases clearly the disbursement schedule needs to be adjusted, but these should be minimal in most semesters. PAFs for adjunct faculty can be accepted as early as two months before the deadline, and do NOT need to be processed as an entire “batch” for a department, so early submission of this documentation is encouraged.

In special cases in which another disbursement schedule is desirable, and the submitted PAF can indicate alternative pay dates given that the alternative is consistent with payroll policy (eg. no pre-payment) if mutually agreeable.

III. PROCESS FOR HIRING OF ADJUNCT FACULTY

A. Recruiting and Hiring

The recruiting of potential adjunct faculty should actually be an-ongoing activity for many departments. An awareness of the potential need for qualified and motivated individuals can lead to identifying people and capturing contact information for a future time when the need arises.

Hiring of adjunct faculty is done by individual departments without the same central control that is exercised with full time hiring. Each department chair has responsibility and authority for the hiring process in consultation with the dean, and consistent with the standards listed here and in other University policy. Seeking diverse candidates, interviewing, verification of credentials, and other aspects of the hiring process are handled within the school and department. The single check that is run centrally is a criminal background check which must be performed on all new hires, and all offers are contingent on successful results of that check. Departments should provide the authorization form to all new adjunct faculty at the time of offer, and the candidate must complete and submit this form to the Office of the Provost.

B. Documenting the Hire - Initial Processing

All adjunct faculty must be properly entered in UD's systems in a timely manner. In addition to establishing a clear employment relationship, many systems depend on this information. It is imperative that this be done in a timely manner so as not to delay the parking pass, first paycheck, ID card, email account, and directory listing. Our students' education and our adjunct faculty can be disrupted by any delays. While ample time for planning is best for both the department and the individual, there are times when a "last-minute" hire is unavoidable and UD's processes can accommodate these cases with reasonable adjustments.

C. Rehiring Adjunct Faculty

Adjunct faculty are employed only on an as-needed basis. The demand for these services fluctuates and therefore the use of adjunct faculty also fluctuates. There is no implied renewal or on-going commitment to employ any individual adjunct faculty member. As such, University processes are currently set up with discontinuation as the default, so it is important to understand, for example, that a PAF is needed for each term that a adjunct faculty member is to teach, and that they need to be submitted on time for continuation of items such as paychecks, directory listing, and email accounts. Often, of course, the need for instruction, the performance of the instructor, and many other factors do result in the rehire in a subsequent semester or academic year. Many adjunct faculty and departments find an on-going relationship to be quite positive and many continue over long periods of time. These relationships should be encouraged and can be strengthened by sound practices by both parties. In any case, both department chairs and adjunct faculty should communicate as early as possible regarding upcoming plans and the likelihood of continuation from one term to the next, since advance planning is helpful to both the department and the adjunct faculty member.

IV. ADJUNCT FACULTY STATUS

A. Limit on Number of Credit Hours Taught Per Term

Approximately half of the adjunct faculty at UD teach a single course in a given term. In most cases, adjunct faculty should not teach more than six credit hours per term, though up to nine credit hours per term can be taught if agreeable to the department and the faculty member. No faculty member shall teach more than nine credit hours in a semester without written approval from HR and the Provost for each semester that the limit is exceeded and including documentation explaining the special and temporary situation. The chair and adjunct faculty member must seek this approval.

Further, all adjunct faculty shall ensure that they can commit adequate time to the course and its students, and balance their commitment at UD with the other commitments in their lives. For example, a person employed full time elsewhere ,

should not exceed a one course per term of adjunct teaching. Chairs can ensure that adjunct faculty are not employed beyond these levels within their own departments, but each adjunct faculty member is responsible to ensure that their other work, both within and outside of UD, does not exceed these limits.

B. Adjunct Status in Relation to Full-time Faculty Status

“Part-time faculty” is a specific HR designation assigned at the time of hire. This classification is based on an agreement to teach specific courses, and is not set by any analysis of the hours spent on campus, the credentials, or any such measure. Adjunct faculty do not simply “move” to a full time position, since full time positions typically require a search process, including the generation of a diverse pool from which the best candidate can be selected. An increase in hours taught or change in credentials does not in any way trigger a change in employment status. Additionally, it should be clearly understood that continuation for multiple years does not imply credit toward tenure, sabbatical, or any other program reserved for full time or tenure track faculty.

C. UD staff teaching courses

Some UD employees have tremendous expertise and appropriate credentials for teaching for-credit courses within the curriculum. In some cases, and with proper planning and coordination, there are times when teaching a course is appropriate. While these individuals could be considered “teaching part-time”, it should be understood that their primary employment classification does not change, and other University policy governs this relationship. For example, individuals otherwise employed by UD, including GA’s, will not receive a free parking pass, nor would the minimum salary be applied to their special case. Further, it should be clearly understood that there are other requirements that must be followed such as:

- approval from supervisor,
- taught outside of regular working hours,
- extra compensation only if the work is well outside of regular job assignment and done on own time in addition to regular job.

V. TITLE/TERMINOLOGY

Our current systems in HR classify those discussed in this document as “Part-time Faculty” and this HR classification is to remain, but as with other positions, there is flexibility beyond the HR classification.

- Students at UD commonly address faculty as “Professor ___” without regard to rank or status since the individual is the professor for the course, and this practice applies to adjunct faculty as well. All faculty are welcome to make their preferences clear to students including Professor, Dr., Mr., Mrs., or first name. Of course one should never list rank as “Professor” as that is reserved for tenured full professors.

VI. FACULTY DEVELOPMENT OPPORTUNITIES

Like many faculty in other categories, expertise in the discipline often is well-served by developing complementary expertise in teaching. Adjunct faculty are welcome to participate in Faculty Development activities such as the Faculty Exchange Series, training sessions, seminars and other offerings that address learning and pedagogy. There are many faculty development opportunities on campus available to faculty of all classifications including those that address scholarship, research, and general interest topics, and adjunct faculty are welcome to attend. For information on these opportunities consult the LTC.

Additionally, UD periodically offers sessions specifically designed for adjunct faculty to address topics specifically identified by that group, and at times identified as most accessible to this segment of the faculty.

VII. BENEFITS

Adjunct faculty are not eligible for many full-time faculty benefits, such as medical insurance, life insurance, disability insurance, or retirement contributions from the university. There are, however, some benefits available to adjunct faculty. Among these:

- All adjunct faculty will receive a UD ID card, identifying them as faculty and providing access to a variety of areas and services on campus. Adjunct faculty can put funds on this card for the convenience of use on campus by contacting the OneCard Office.
<http://flyerexpress.udayton.edu>
- All adjunct faculty receive a free parking pass for the semester in which they teach. This parking pass is mailed to the home address once the initial documentation has been processed. If there is a delay in getting the pass, a two-week temporary permit can be provided. Parking is a challenge on nearly all college campuses, so to avoid a parking ticket and associated fine, the parking pass or temporary tag must be properly displayed in the vehicle. If teaching only in the evening hours, the free pass issued is normally for evening hours only. If the adjunct faculty member needs to receive a full-day parking pass for appropriate reasons, a special request must be sent to the Office of the Dean.
- All adjunct faculty are given access to UD's information network through an "LDAP login ID." With this, they are provided an email account and a personal Novell driver on the university server. This LDAP identity can be used to log into the wireless network on campus. The personal driver can be accessed from any university computer (by logging in) and remotely via the UD portal.
<http://udportal.udayton.edu>

- Adjunct faculty members may download software to use on their home computers. Specific license information and access is available at: <http://software.udayton.edu>. Certain software is also available for purchase at reduced rates on CD at the campus computer store.
- Adjunct faculty are eligible to set up a tax –sheltered 403b retirement plan through their adjunct employment at UD, although UD does not contribute to the plan. The forms are available through the Human Resources Office. <http://campus.udayton.edu/~hr/hrwebsite/index.htm>
- Adjunct faculty have full access and privileges at the libraries using their ID card during the semester that they are teaching. In some circumstances, it may be possible to arrange library privileges during the summer or during a semester that the adjunct faculty member is not teaching. These arrangements should be made through the faculty member’s department chair. <http://library.udayton.edu/>.
- Adjunct faculty are eligible for employee discounts at the bookstore, computer store, many university ticketed events, and are eligible for UD employee discounts in the greater Dayton area.
- Adjunct faculty are able to purchase membership to the RecPlex at discounted rates at: <http://campus.udayton.edu/~recsport/> and to enroll in Wellness classes at the faculty/staff rates. <http://campus.udayton.edu/~facwell/activity.htm>
- All adjunct faculty are eligible to join DayAir Credit Union. <https://www.dayair.org/home.htm>
- Adjunct faculty are welcome to attend university events such as the Faculty/staff picnic in the Fall, Christmas on Campus, and lecture series.
- Note: There is no explicit sick or personal leave for adjunct faculty, so if a medical or personal issue comes up during the semester, the adjunct faculty member should contact their chair as soon as possible to work out a solution. In most instances, accommodation can be worked out.

VIII. COMMUNICATIONS AND REPRESENTATION

- Adjunct faculty are all listed as faculty, with contact information, on the university directory at <http://address.udayton.edu>.
- All adjunct faculty receive campus announcements on Porches.

- Academic divisions are all represented on the Academic Senate, and there is also a adjunct faculty member elected to specifically represent this category of faculty. <http://academic.udayton.edu/Senate/>
- All adjunct faculty are included in the statement on academic freedom included in the *Faculty Handbook*.
- Adjunct faculty should be aware of and abide by applicable university policy. For example, directly related to teaching are policies regarding students with disabilities and the academic honor code. To be aware visit the Faculty Handbook, academic dishonesty.
- Adjunct faculty are encouraged, but not obligated to wider participation in the UD community. They may get involved with student groups, university and departmental committees, and they may participate in outreach and volunteer activities as representatives of UD.

IX. THE ROLE OF ADJUNCT FACULTY

The role of the adjunct faculty member is enhanced by support from the chair, the administrative support staff, and other departmental faculty. Many of the problems that occur are matters of omission rather than commission. Listed here are some considerations to ensure the best possible working relationship, and hence the optimum experience for our students.

The department shall:

- Ensure that the PAF and “first day paperwork” is completed and submitted before the deadline to ensure the ID card, parking pass, paycheck, email account and other items are provided without delay.
- Ensure that appropriate keys or card access are given to classroom, office area, building, labs, and storage areas.
- Ensure that the faculty member has a desk copy of the text and any supplemental materials (solutions manuals, instructor’s CD’s, test banks and/or educational materials and supplies).
- Communicate to adjunct faculty the date and time of their final exam and the expectation for finals.
- Provide a sample syllabus and instructions on required departmental and university elements to include in it.

- Ensure that UD students have a way to contact their professor. Most adjunct faculty members do not have dedicated office space, telephones, or university-issued computers, however, consideration should be given to providing adequate facilities to support student learning. At a minimum, UD students need to be able to contact their faculty when the faculty members are off campus through email, mail, phone and/or phone messages and adjunct faculty need a place to meet with students.
- Conduct and return student evaluations of teaching. It is generally good practice to review these results, and if either party wishes, a discussion should take place. Beyond student evaluations, since adjunct faculty provide such a significant portion of teaching, departments must have an appropriate feedback and evaluation process in place to ensure that continuation of adjunct faculty is appropriate.

X. FAQ's

1. WHAT ARE SOME PRACTICES THAT WOULD BE UNACCEPTABLE AT UD ON THE PART OF THE DEPARTMENT?

Below are lists of sample practices that are considered unacceptable and not consistent with the norms present in the rest of the document.

A. Unacceptable Practices for the Department/School/University

- Doing hiring paperwork at the end of the semester.
- Paying below the salary floor.
- Offering a course that is not truly needed in order to provide work for a adjunct faculty member.
- Hiring adjunct faculty to teach more than 9 credit hours without express approval from the Provost's office, even if some of the hours are in another department.
- Not conducting student course evaluations for adjunct faculty and/or not releasing results to the faculty after grades are reported.
- Requiring adjunct faculty to hold extensive office hours, or provide service or outside-of-the-classroom activity without additional remuneration.
- Having adjunct instructors receive "book ordering" information that must be filled out before the term with no consultation or direction.

- Continuing an adjunct faculty member who is not performing well rather than recruiting a more effective alternative.

2. WHAT ARE SOME PRACTICES THAT WOULD BE UNACCEPTABLE AT UD ON THE PART OF THE ADJUNCT FACULTY MEMBER?

- Telling students “I’m adjunct” with the implication that students somehow need to accommodate that.
- Not holding University standards for academic engagement, rigor, and honesty.
- Not being responsive to student contacts.
- Not being accessible to students outside of class.
- Not checking University email account, an accepted mode of communication. NOTE: This account can be forwarded to alternative personal account, through address.udayton.edu.
- Teaching more than 9 credit hours at UD.
- Making more overall time commitments than can be adequately met.
- Not supporting the overall University mission or having a conflict of interest.
- Not seeking help/assistance on matters from the full time professionals at UD.