

## **Adjunct Hiring**

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### [Introduction](#)

[Background](#)

[Governing Policies](#)

### [Compensation & Benefits](#)

[Compensation](#)

[Benefits](#)

### [Appointment Processes](#)

[Typical Process: Rosters](#)

[Early Notice](#)

[Post-Roster Changes](#)

### [Post-Hire Processes](#)

[Onboarding](#)

[Evaluation](#)

## **Introduction**

### **Background**

In order to deliver the strongest possible academic curriculum, Columbia Business School complements courses taught by full-time faculty with courses taught by adjunct professors, part-time faculty (defined in the [CU Faculty Handbook](#) as, “experts in special fields of knowledge who are appointed for stated terms to offer instruction part-time while pursuing their primary careers outside the University”). Adjuncts are appointed after a [robust course planning process](#) during which divisions and both Senior Vice Deans work, with their teams, to develop a plan for which courses will be taught and by whom. This document lays out the policies and processes that drive adjunct faculty appointments.

### **Governing Policies**

Policies concerning adjunct faculty are governed by the [Vice Provost for Academic Affairs](#) and [Columbia University Human Resources](#); CBS’ Senior Vice Dean for Faculty Affairs and Vice Provost for Administration are responsible for ensuring compliance with central University policies for these appointments. Notes about adjunct faculty appointments from the Faculty Handbook:

- Adjunct faculty are appointed only for the period during which the officer is teaching or fulfilling responsibilities connected to their appointment. Part-time faculty are appointed only for the terms in which they are offering instruction and for no more than one year at a time.
- Adjunct appointments are made in three grades (assistant adjunct process, associate adjunct professor, adjunct professor) depending on the academic achievement<sup>1</sup> of the officer.
- Part-time faculty can teach no more than three courses during an academic year and no more than two in a single term.
  - In applying these limits, it is the total number of courses taught throughout the institution that count rather than in an individual school or department.
  - Any course or course section counts against this limit regardless of whether the officer is its sole instructor or is co-teaching with other faculty.
  - Courses or course sections taught for a half term are treated as the equivalent of a half course in determining the maximum a part-time faculty member may teach during a term or academic year if the number of credits for the course is half the number of credits for a full course.
- Part-time faculty should not receive more than half of the salary of the lowest paid full-time faculty member in the department or school. (More details on compensation appear below.)

On occasion, Columbia administrators or researchers may be appointed as adjunct faculty. These appointments are governed by additional rules in the Faculty Handbook:

- Those who are also appointed as adjunct faculty may not teach more than one course per semester and not more than two courses per year. (Half-term courses count as a full course towards this cap.)
- Full-time officers of administration cannot teach courses that are scheduled for a series of consecutive days or for a block week during normal working hours, and cannot use vacation time to teach such courses.
- Officers of administration cannot teach and work on course development during the same semester.
- Full-time administrators who are Grade 15 or above are not eligible to receive compensation for course development or teaching (except in rare circumstances, which require central University approval).
- Part-time administrators may not teach or work on course development.

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<sup>1</sup> Please note that the Provost’s Office considers only academic achievement (typically in the form of prior for-credit teaching and/or research/scholarship) in assigning rank to adjuncts, and not achievement in the individual’s professional sector.

## **Compensation & Benefits**

### **Compensation**

Compensation for adjuncts is significantly constrained by University policy (especially relative to compensation for full-time faculty), and is driven by type of course (core or elective) and by adjunct rank. Adjustments are made for half-credit courses and for co-teaching. Course compensation is standard across the School and any deviations require explicit permission in writing from the Vice Dean for Administration.<sup>2</sup> Any approved deviations should be shared with the Division's Director of Administration.

	Assistant Adjunct Professor	Associate Adjunct Professor	Adjunct Professor
Core Course	\$15,500 per course	\$20,500 per course	\$25,500 per course
Elective Course	\$15,500 per course	\$15,500 per course	\$15,500 per course

- Compensation for half-credit electives is decremented by ~40% (to \$9,500, \$12,500, and \$15,500 for each rank for core courses, or \$9,500 at any rank for an elective).
- Compensation if co-teaching is decremented by ~40% in the case of two instructors (to \$9,500, \$12,500, and \$15,500 for core courses, or \$9,500 at any rank for electives). It is decremented by ~60% in the case of three instructors (to \$6,500, \$9,500 or \$12,500 for core courses, or \$6,500 at any rank for electives).

The Provost's Office determines rank based on:

- Evidence of significant and ongoing contributions to a field of expertise relevant to the subject of instruction.
- Demonstrated ability to contribute to the school, student experience and the subject of instruction.
- Evidence of an appropriate level of academic degree.
- Where relevant, adjunct title equivalent to the title appointed by their home school.

In order to be considered for a rank higher than assistant adjunct professor, an appointee must typically have at least 5 years (for associate) or 10 years (for full) of for-credit teaching experience in a peer institution. An appointment at the rank of full may also require evidence of scholarly (research) achievement.

The majority of adjunct faculty appointments are made (especially initially) at the rank of Assistant Adjunct Professor. The School will consider a promotion after 5+ years in rank, but it should be understood that such promotions require evidence of academic achievement and are not pro forma.

### **Benefits**

- During the term of an adjunct professor's appointment, they will have access to digital (library and IT) resources provided by the University and the School. Their email address can remain active 12 months from the initial appointment (even if the appointment is only made for one term).
- Adjuncts are not eligible for University benefits, outside of the ability to divert wages into a 403(B) account.
- CBS does not cover travel and accommodation reimbursements for adjuncts. All exceptions require written permission of both the Senior Vice Dean for Faculty Affairs and the Vice Dean for Administration. Should a division want to explore doing so, they should understand that all reimbursements would be taxable to the adjunct.

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<sup>2</sup> Historically, fewer than 10% of adjunct appointments have deviated in any way from the standard compensation, and the Provost's Office has indicated that this is already beyond the upper limit for exception requests.

## **Appointment Processes**

### **Typical Process: Rosters**

Confirmed adjuncts should be included on the term roster. Ideally adjuncts should be confirmed for the team by the following dates. A sample roster is available here. If changes occur after rosters are submitted, divisions are responsible for notifying HR in writing.

- January 15 for Summer Terms
- March 15 for Fall Terms
- August 15 for Spring Terms

Rosters must include all relevant course information as well as the full legal name of each adjunct. Appointments can be expected to be complete (following CBS, VPAA, and CUHR processes) roughly two months after roster submissions.

Once **complete** rosters are submitted to HR, HR will begin the appointment process with the University. This includes:

- Creating a master roster for Vice Dean of Administration to approve.
- Creating offer letters from roster to send to candidates in Docusign along with:
  - Full legal name
  - Contact Information - addresses (current and mailing), phone, email
  - Birthdate (cannot be stored outside of HR systems)
  - SSN (cannot be stored outside of HR systems)
  - Citizenship status/visa information
  - CV
  - Signature on offer letter
- Upon receipt of letters, HR can begin appointment process with CU, which includes:
  - Completing documents and process for Vice Provost for Academic Affairs
  - Completing documents and process for CUHR
    - I9 and/or visa processes (Note: Visa processes are managed by divisional staff)
    - Tax form - W4, IT 2104, IT 2104.1
    - 195 - NYS DOL pay rate notice
    - Voluntary R+E form
  - Once HRPC completes hire, adjunct appears in PAC.
  - CBS HR then sends notice of appointment, including:
    - Direct deposit instructions
    - Covid language
    - ID card instructions
    - I-9 information
    - UNI activation
  - CBS HR then provisions adjunct with tools:
    - DIA entry - update end date of UNI if existing; if new, create new UNI.
    - CBS who's who directory
    - FacSupport to create/activate GSB account
    - Canvas

### **Early Notice**

At times, divisions wish to let future adjuncts know of the School's intention to appoint them months prior to the University's timeline for a given semester. In this case, the Division Chair can write to the Senior Vice Dean for Faculty Affairs and the Vice Dean for Administration to request that an "early notice" letter be sent from the Dean's Office or HR.

### **Post-Roster Changes**

At times, divisions wish to make changes, additions, or deletions to their adjunct roster after it has been submitted to CBS HR. This should be avoided where possible but, on occasions where it is unavoidable, divisional staff should work directly with CBS HR to make changes. It is the division's responsibility to ensure that HR is aware if a course is canceled after an adjunct appointment has been submitted.

## **Post-Hire Processes**

### **Onboarding**

The Samberg Institute for Teaching Excellence will provide instructional support to all new hires.

Before the class starts

- Coaching to include syllabus review, as well as feedback on course design, assessment and evaluation, and inclusive teaching
- Introduction to CBS's educational technology tools

Mid-semester

- Teaching observation
- Mid-term check-in and feedback review

End-of-term

- Course debrief and feedback review

### **Evaluation**

In addition to formative feedback from Samberg staff throughout the semester, the school will administer a course evaluation survey at the end of each course to students to evaluate the student learning experience.

### **Course Management Administrative Support**

An administrative assistant from the division will be assigned to work with each adjunct faculty. Once onboarded, they will be the first point of contact at the School for the adjunct. They will assist with administrative tasks related to the course including assisting with Canvas, presentations, guest speakers, etc.