

Recruiting, Training & Retaining a Talented, Diverse, Adjunct Workforce During the Next 25 Years

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Our story

- ▶ Small, Private, Sisters of Mercy institution in Northeastern PA
- ▶ Undergraduate majors in Accounting, Business Administration, Health Care Administration, and Sport Management
- ▶ MBA program with specializations in HR, Accounting, Management, HCA and Sport Management
- ▶ 9 FT faculty, 21 adjunct faculty

Outcomes of the presentation

- ▶ Review current and potential adjunct pools at Misericordia University
- ▶ Present selected results from Adjunct Workforce survey
- ▶ Discuss procedures for recruiting, training, and retaining (RTR) adjunct faculty members
- ▶ Identify current future opportunities and challenges in RTR adjunct faculty members

Current Adjunct Pool

- ▶ Business department deployed 21 adjuncts in the traditional 2022-23 academic year to teach 47 courses
- ▶ 4 academically and 17 professionally qualified
- ▶ 0 years to 25+ years of previous teaching experience
- ▶ 7 new adjuncts hired in total over previous 3 years

Current Adjunct Search

- ▶ Began adjunct search in February 2023
- ▶ 65 total applicants
- ▶ 26 academically, 34 professionally & 5 not qualified
- ▶ 0 years (38.5%); 1 to 3 yrs (16.9%); 3+ yrs (44.6%) previous teaching experience
- ▶ varying levels of appropriate professional experience

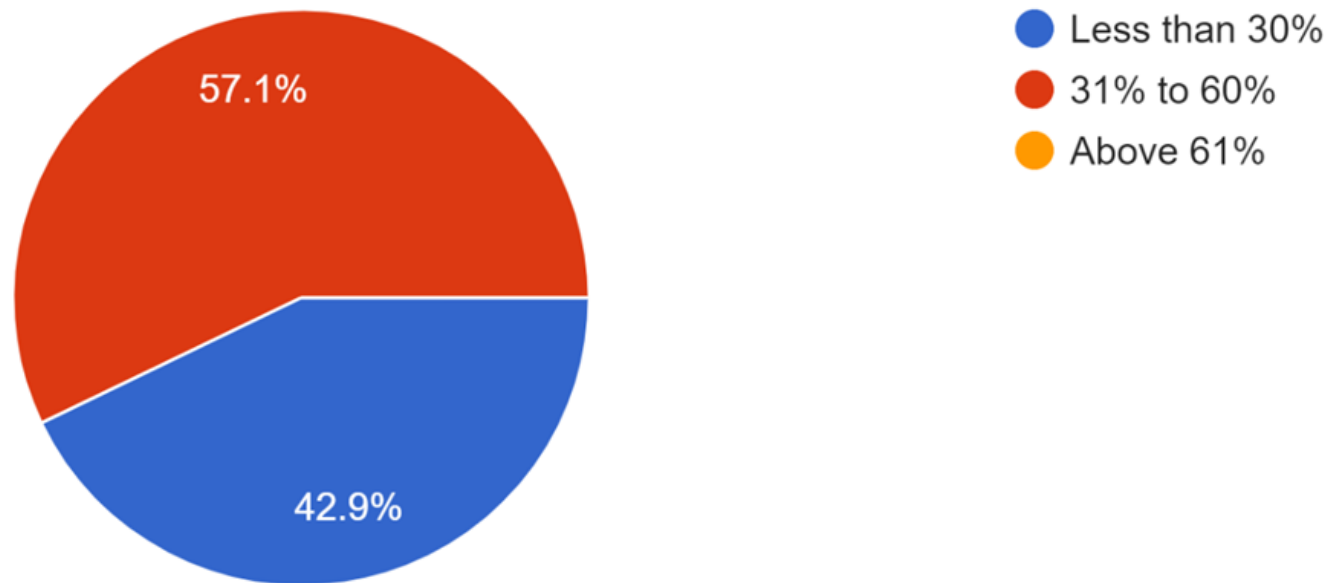
Adjunct Faculty Survey

- ▶ Built to capture a current snapshot of IACBE universities' adjunct pools and procedures
- ▶ Distributed through IACBE office in two conference emails
- ▶ 7 total respondents
- ▶ Small sample size limits the extrapolation of the results

Selected Results from Adjunct Faculty Survey

What percentage of your adjunct faculty workforce is terminally qualified (PhD, DBA, EdD, JD)?

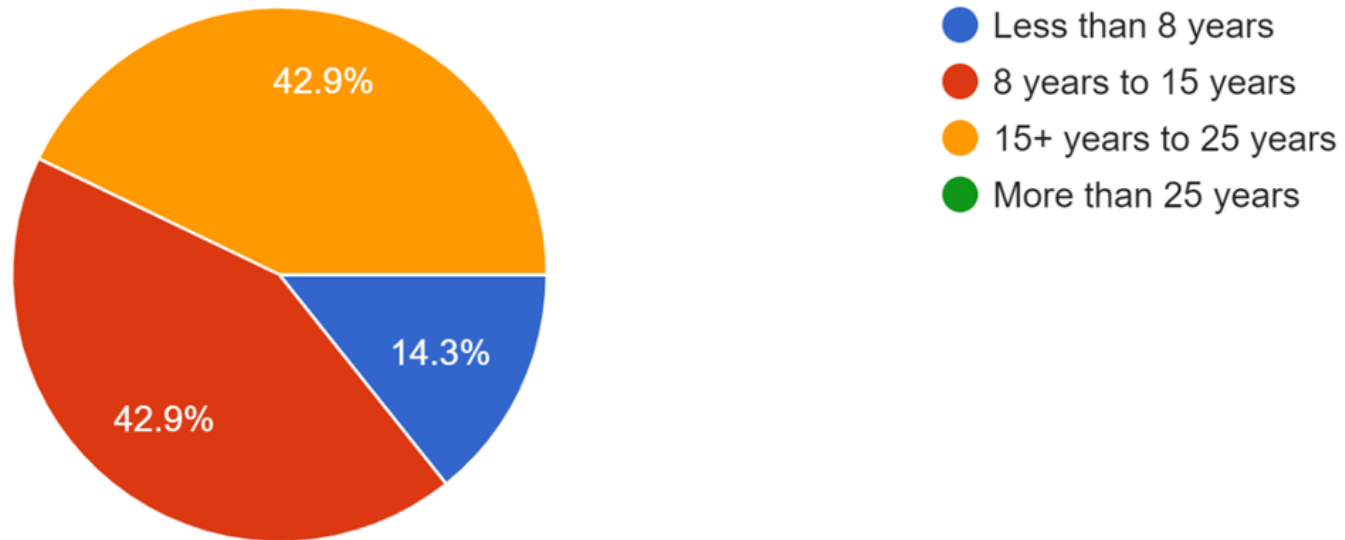
7 responses



Selected Results from Adjunct Faculty Survey

How many years of professional business experience does your typical adjunct faculty member have at time of hire?

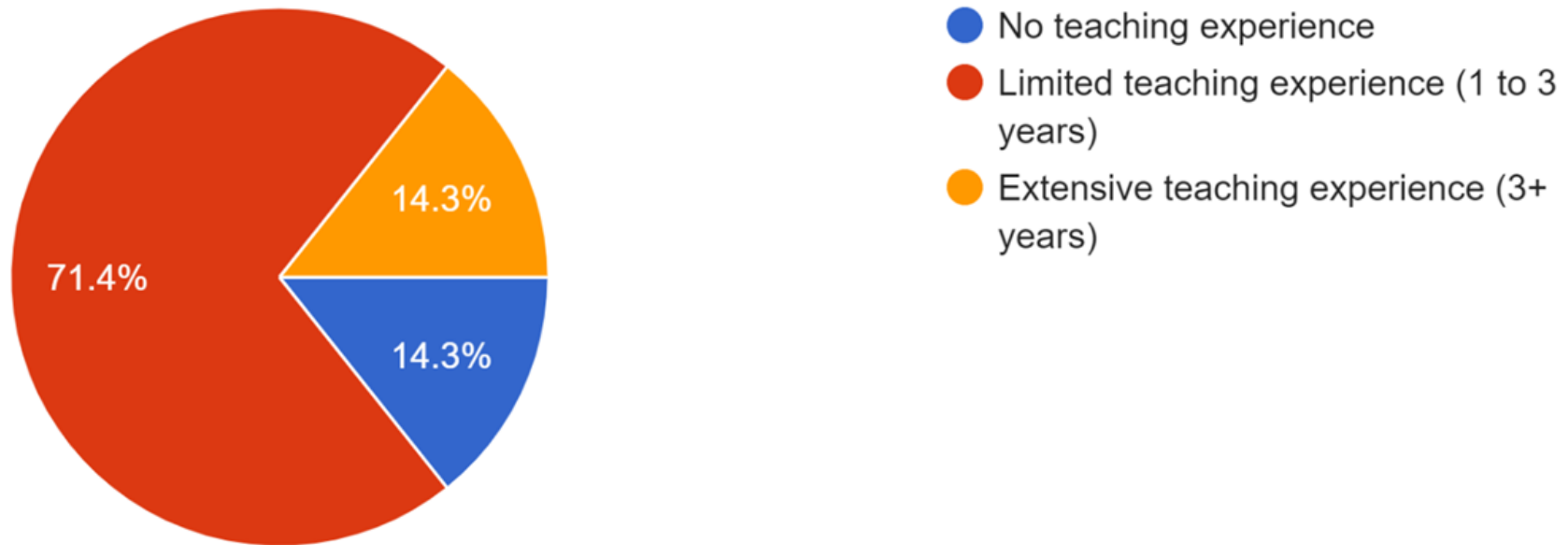
7 responses



Selected Results from Adjunct Faculty Survey

How much teaching experience does your typical adjunct faculty member have at time of hire?

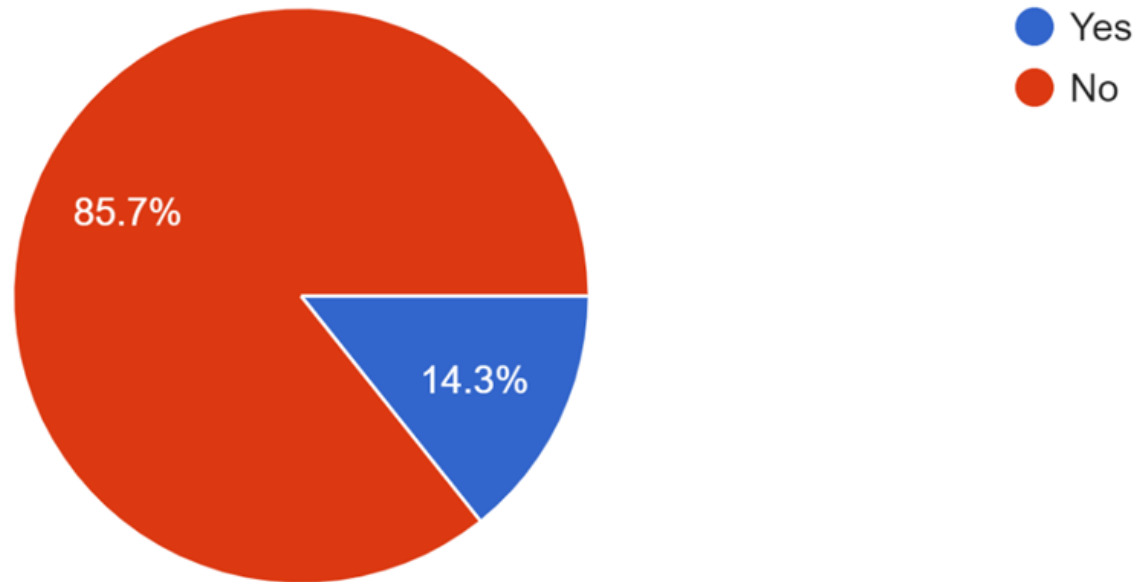
7 responses



Selected Results from Adjunct Faculty Survey

Does your university hire adjunct faculty members at different faculty ranks?

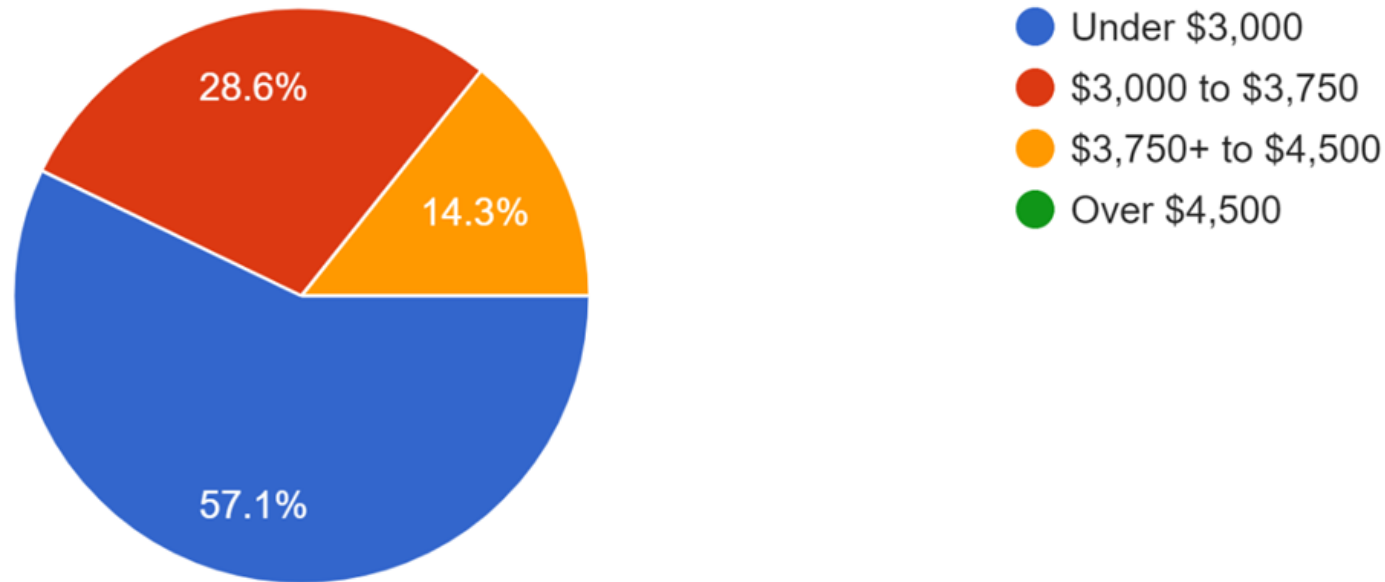
7 responses



Selected Results from Adjunct Faculty Survey

What does your university pay adjunct faculty members for an undergraduate course?

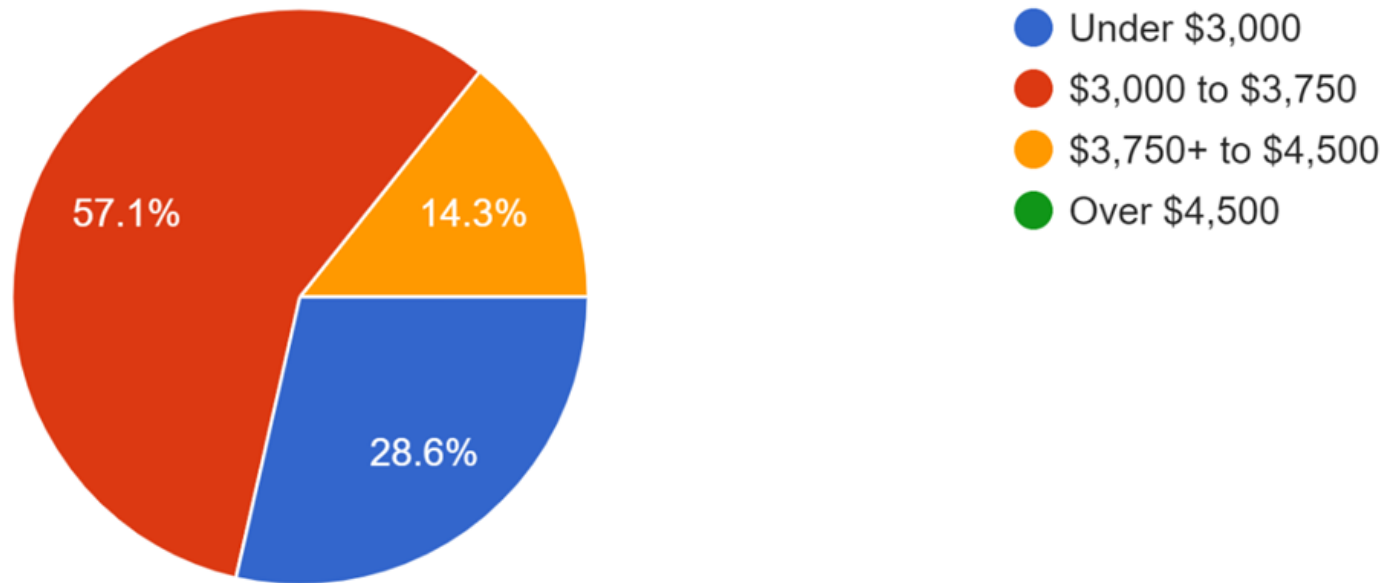
7 responses



Selected Results from Adjunct Faculty Survey

What does your university pay adjunct faculty members for a graduate course?

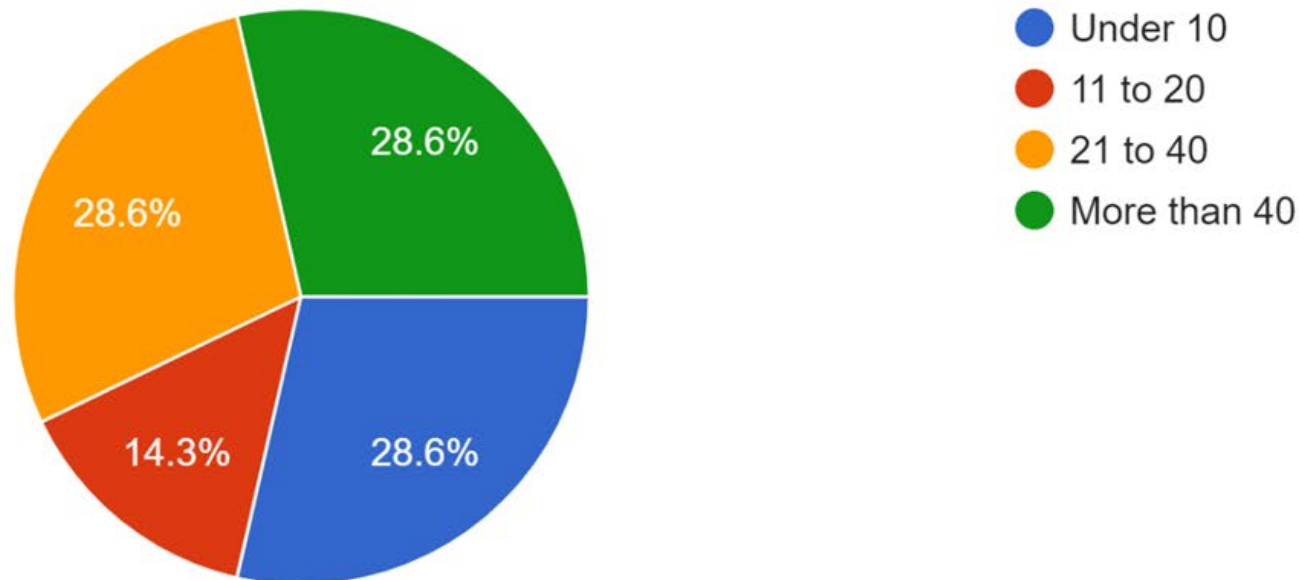
7 responses



Selected Results from Adjunct Faculty Survey

How many adjunct faculty members do you currently employ during an academic year?

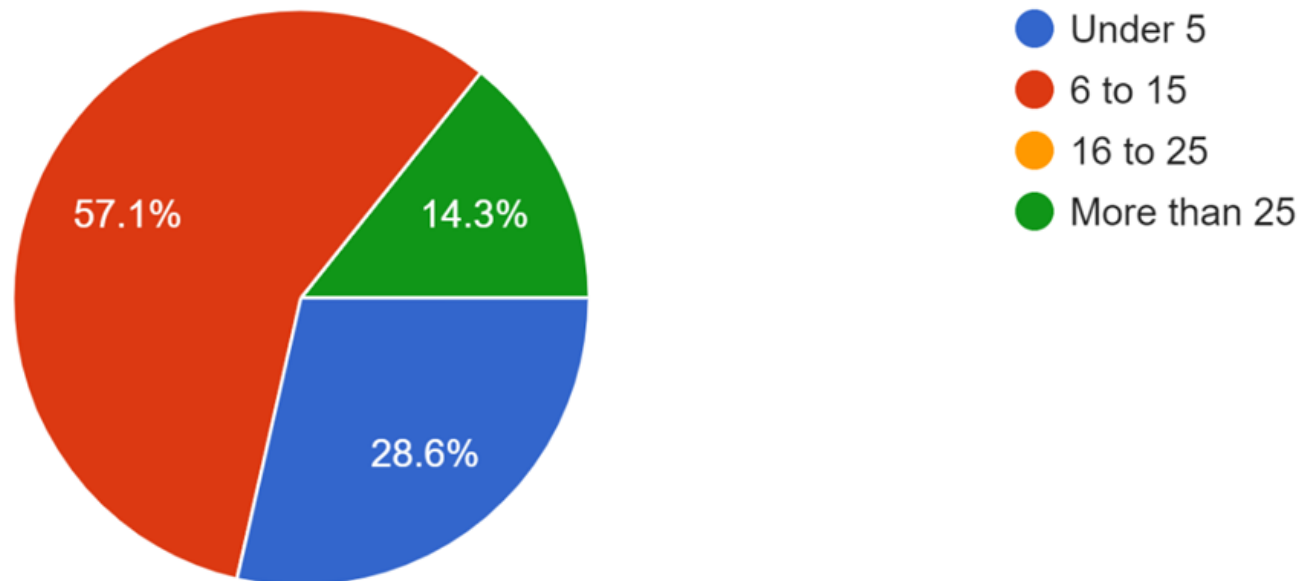
7 responses



Selected Results from Adjunct Faculty Survey

How many new adjunct faculty members do you plan on hiring over the next three academic years?

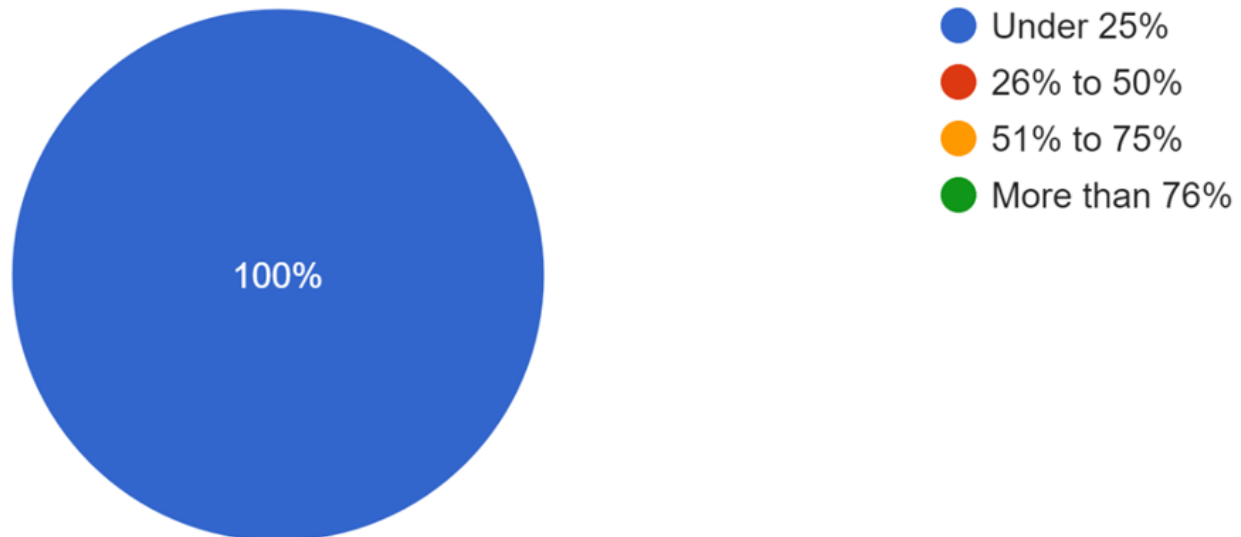
7 responses



Selected Results from Adjunct Faculty Survey

What percentage of your adjunct faculty workforce teach classes online, with synchronous meetings?

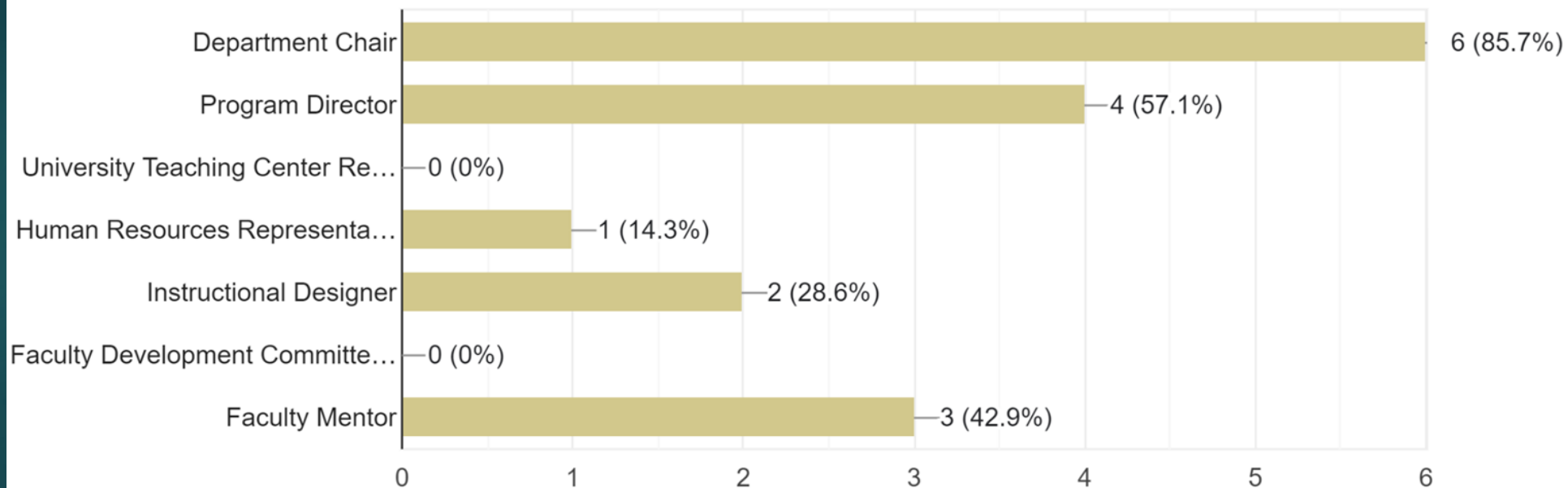
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Selected Results from Adjunct Faculty Survey

Please identify all individuals at your institution that are responsible for training first-time hire adjunct faculty members.

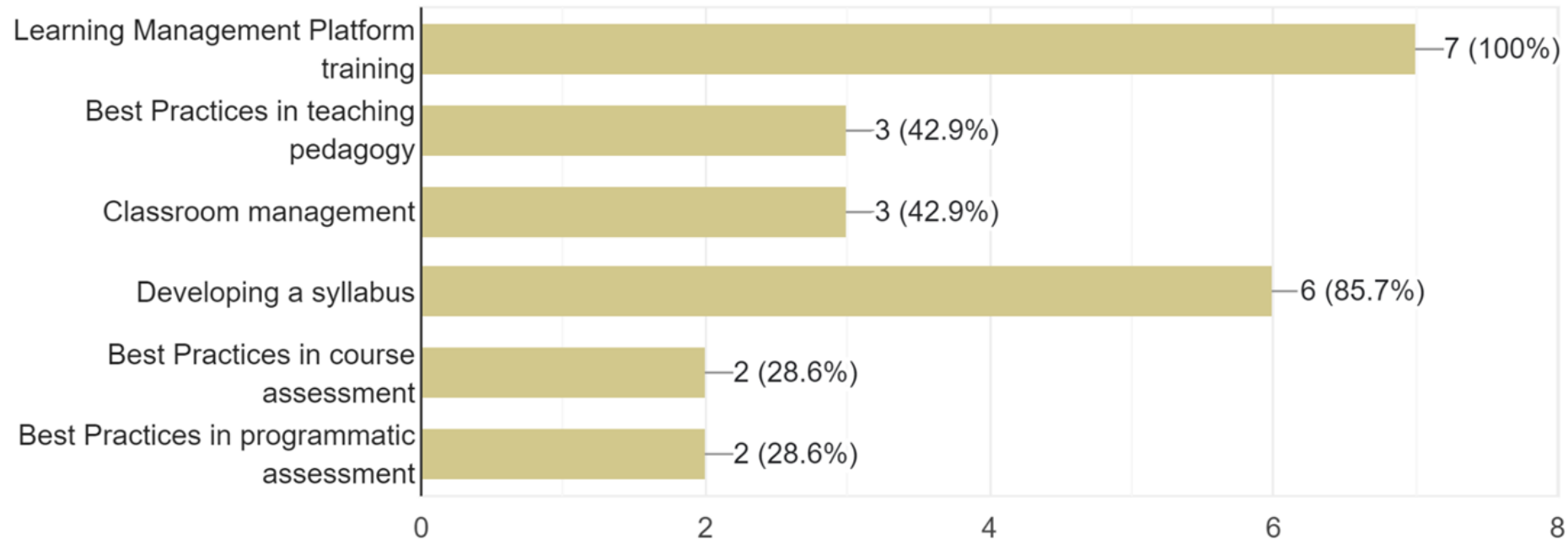
7 responses



Selected Results from Adjunct Faculty Survey

Please identify all of the areas covered in first-time hire adjunct faculty member training.

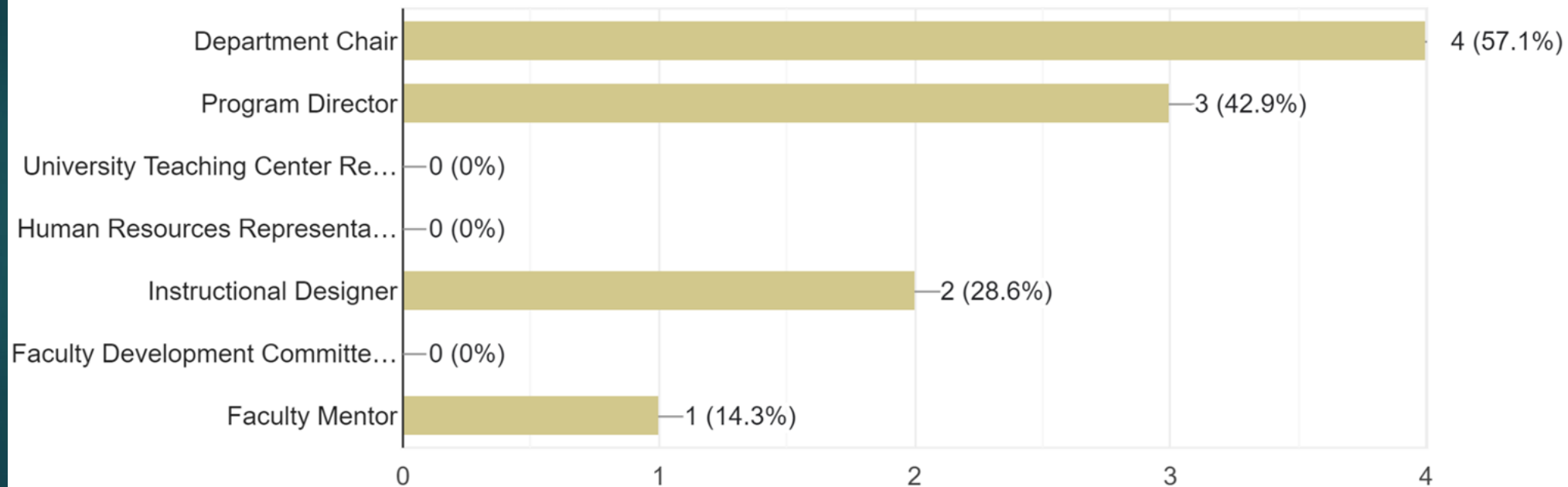
7 responses



Selected Results from Adjunct Faculty Survey

Please identify all individuals at your institution that are responsible for continued training of returning adjunct faculty members.

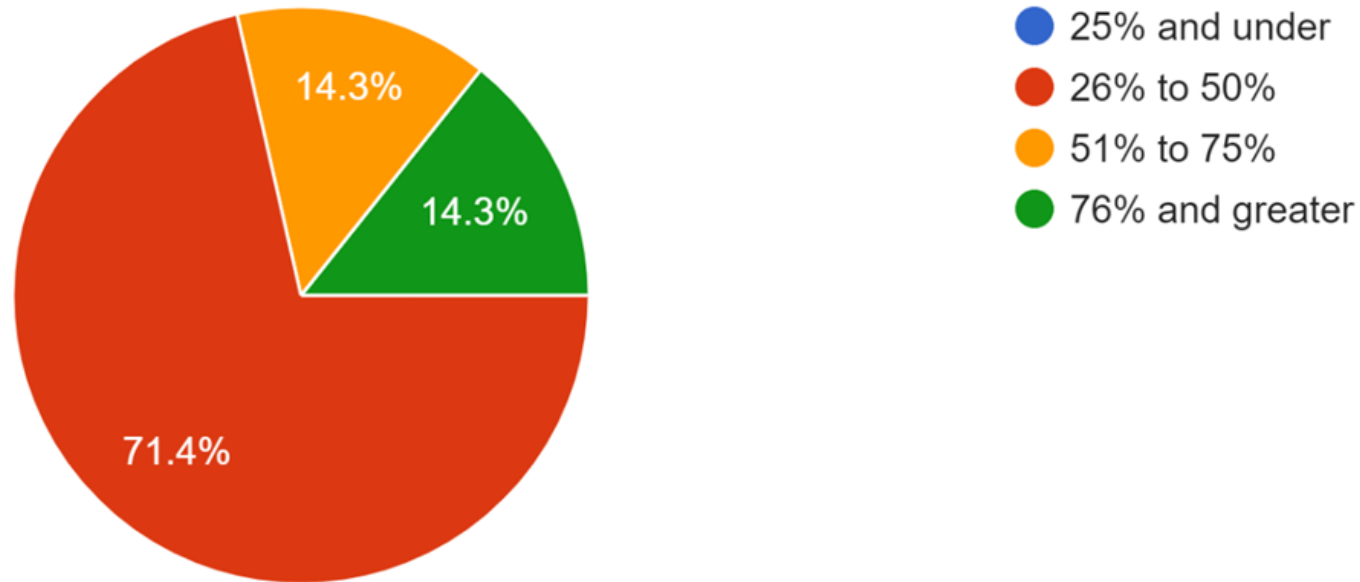
7 responses



Selected Results from Adjunct Faculty Survey

What estimated percentage of your current adjunct faculty workforce identify as female?

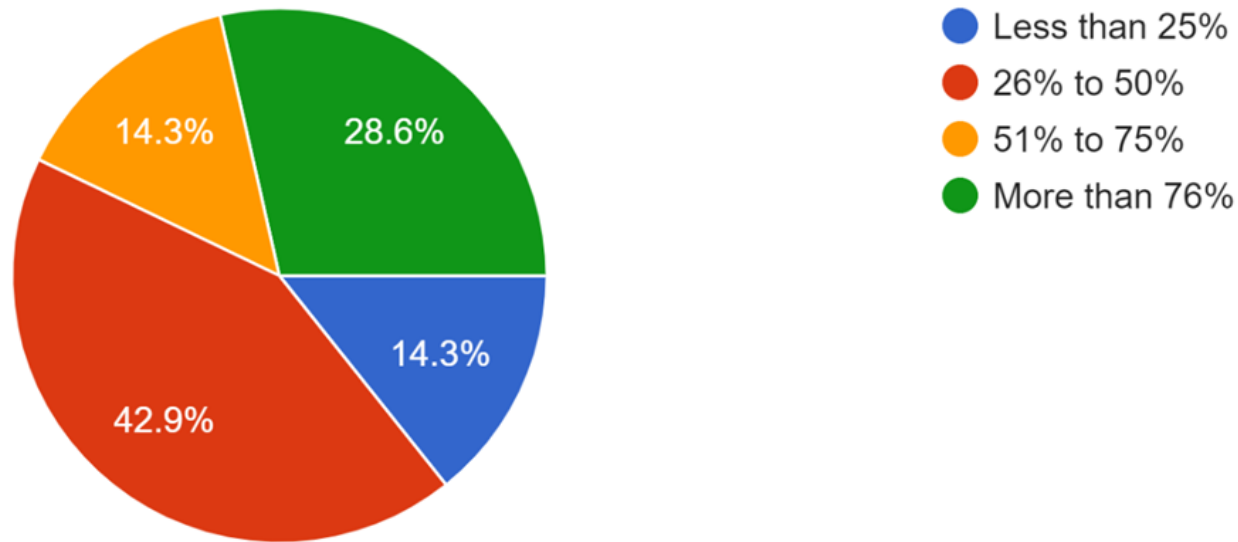
7 responses



Selected Results from Adjunct Faculty Survey

What estimated percentage of your adjunct faculty workforce teach concurrently at multiple institutions?

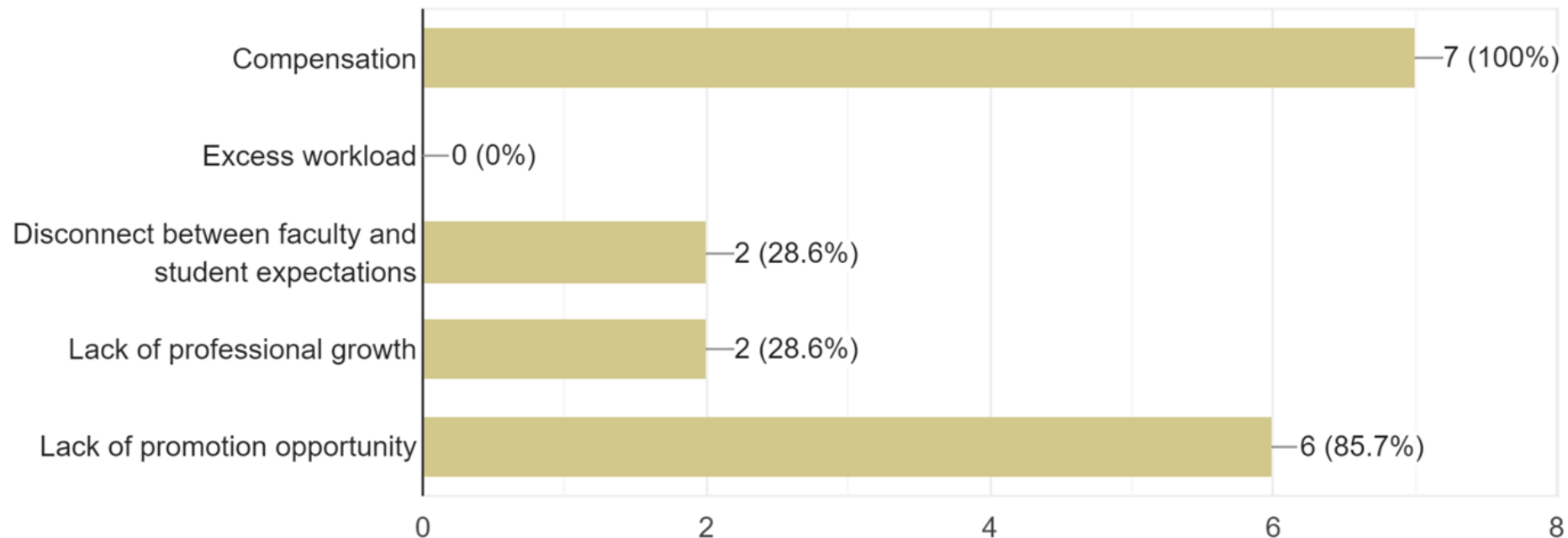
7 responses



Selected Results from Adjunct Faculty Survey

Please identify common issues your institution has in retaining adjunct faculty members.

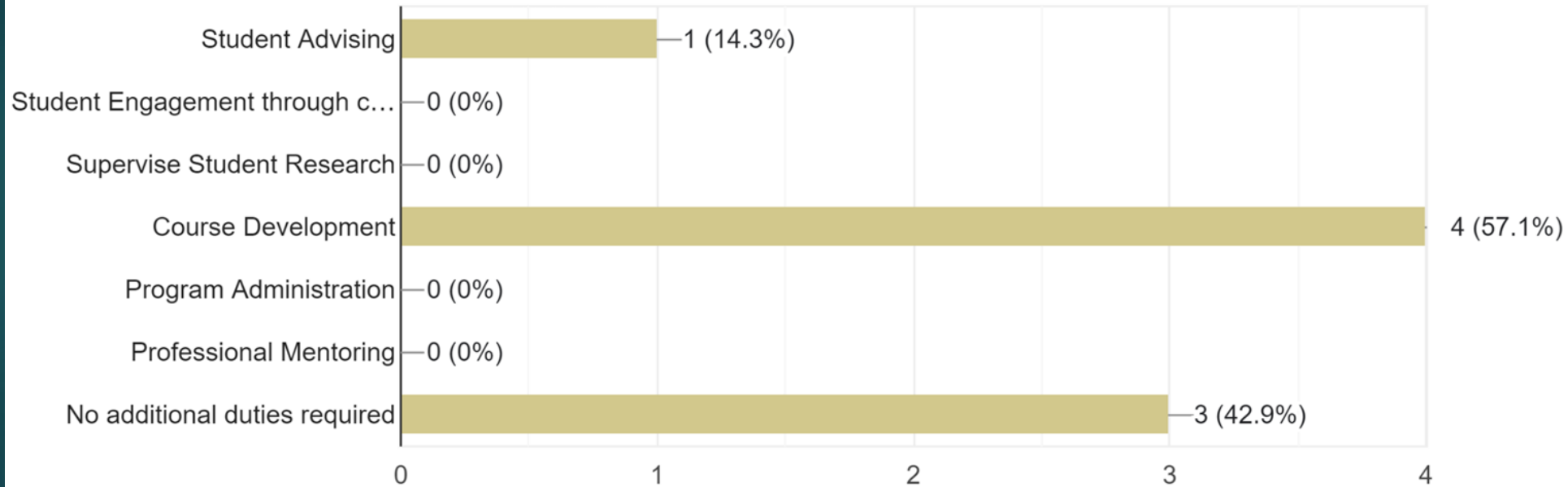
7 responses



Selected Results from Adjunct Faculty Survey

In addition to teaching assignments, how else does your institution utilize adjunct faculty members?

7 responses



Literature Review and Other Resources

- ▶ “Professional and Personal Factors that Shape Online Faculty Careers,” *Journal of Online Learning, Research and Practice (JOLORAP)*, American Public University System, Volume 8, Number 2 - 2021/2022
- ▶ DePaul University Academic Affairs>Faculty Resources>Adjunct Resources>Voice in University and Department Academic Life
- ▶ Page, Kimberly, “Tell Me What You Want: Collective Bargaining for Adjunct Faculty,” *Journal of Collective Bargaining in the Academy*, Vol. 0, Article 42, April 2018
- ▶ Duncan, John C. Jr. (1999) "The Indentured Servants of Academia: The Adjunct Faculty Dilemma and Their Limited Legal Remedies," *Indiana Law Journal*: Vol. 74: Iss. 2, Article 3.

Procedures for Recruiting Adjunct Faculty Members

- ▶ Currently an “as-needed” model
- ▶ Defining needs
- ▶ Word of mouth and institution connection predominate
- ▶ Primarily Business Chair driven, with input and consultation with program directors and Center for Adult Cont. Educ.
- ▶ Will solicit through Education Job forums as needed
(HigherEd Jobs, Chronicle of Higher Education)

Procedures for Training Adjunct Faculty Members

- ▶ Onboarding
- ▶ Learning Management Systems & Technology
- ▶ Pedagogy
- ▶ Classroom management
- ▶ Instructor Assessment
- ▶ Ongoing training

Procedures for Retaining Adjunct Faculty Members

- ▶ Choice assignments in subject, time and place, moderated by faculty manual that gives preference to full-time faculty on course assignments
- ▶ No compensation differential currently
- ▶ Limited to 21 semester hours annually

Future Opportunities and Challenges of Recruiting Adjunct Faculty Members

- ▶ Balancing the adjunct needs for flexibility and predictability in course assignments
- ▶ Developing a progression model for growth in teaching skills, subject matter expertise, and academic service
- ▶ Mentoring program that is cradle to grave
- ▶ More efficient and defined cohort model for onboarding
- ▶ Compensation and benefits

Future Opportunities and Challenges of Training Adjunct Faculty Members

- ▶ Initial training needs (first year)
- ▶ Ongoing training needs (annually)
- ▶ Currency in business subject matter, effective teaching methods and technology utilization & administration
- ▶ Revisiting how we assess adjunct instructors

Future Opportunities and Challenges of Retaining Adjunct Faculty Members

- ▶ Value proposition for both the institution and the adjunct
- ▶ Compensation
- ▶ Career progression opportunities in course development, mentoring, and advising
- ▶ Phase-out opportunities in student engagement through judging case-competitions and as industry experts (SMEs)

Thank you

Questions?



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