

# BARGAINING ALERT!

## Adjunct Compensation at Queen's



The three separate types of adjuncts (Sessional, Term, and Continuing) covered by the two existing collective agreements

have three separate salary policies. These policies differ in various ways, including the calculation of the minimum per course stipend, the supplement given for prior experience, the amount of career development following appointment or reappointment, the additional stipend for large classes, the application of scale increases to those Members paid above the floor, and the eligibility for benefits or salary in lieu of benefits.

One of the goals in bargaining for a new collective agreement will be to harmonize and improve these separate policies. The first step may be to identify the number and types of adjuncts that seem necessary or desirable. There are likely two—an appointment that is of limited duration (subject to renewal under certain conditions) and an appointment that is continuing.

For continuing appointments, the salary policy is now based on the notion that these appointments are a percentage of a full-time tenure-track appointment and that the Continuing Adjunct's salary should take into

account prior experience, career development, and any market factors affecting salaries in the discipline. The difficult issues include how to calculate prior experience and the percentage of a full-time equivalent (FTE) and how to adjust the

percentage FTE if the Adjunct's responsibilities change. When the category of Continuing Adjunct was first created, a joint committee of the University Administration and QUFA was formed to calculate each Continuing Adjunct's FTE and prior

	Sessional Adjunct	Term Adjunct
<b>Minimum Stipends</b>	per course minimum	depends on unit workload
<b>Prior Experience</b>	floor increased 1.5% for each year teaching at Queen's since 2003	1.5% for each year of prior relevant experience in accordance with Faculty guidelines (hard to tell if this affects salaries where salaries are above the minimum, since the agreement allows for individual negotiations of actual starting salaries)
<b>Career Development</b>	1.5% of the floor for each year of service (only applied to the floor)	1.5% of previous salary given to all Members
<b>Scale Increases</b>	only applied to floor	applied to all Members
<b>Market Variations</b>	adjustment and payment above floor possible for each reappointment	actual starting salary for newly appointed Members can be above floor
<b>Large Class Stipend</b>	extra 10% added to floor for classes of 100 or more	no large class stipend (might be a factor in paying above floor—no evidence)
<b>Benefits</b>	6% added to floor in lieu of benefits; nothing for Members above the floor	all Members qualify for benefits

Figure 1: Compensation and Benefits: Adjuncts

experience. For Members who have become Continuing Adjuncts since then (or whose responsibilities have changed), these calculations have been done by individual units or departments. Some concern has been raised about whether these calculations have been done accurately and consistently for all Continuing Adjuncts, and some review mechanism may be needed.

For appointments of limited duration (Sessional and Term Adjuncts), the table above summarizes some of the differences in the way salaries are determined (see Figure 1). There are no good reasons for these differences, and the salary policies should be harmonized, keeping the best features of each. As with continuing adjuncts, the underlining principle should be that Adjuncts are performing a percentage of the work or responsibilities of a full-time tenure-track Member, and that in the tasks they do, they are expected to perform to the same high standards (given their adverse working conditions and lack of long-term commitment from the University). Adjuncts should be appointed to bring expertise to a course, to respond to a short-term need, to take advantage of staff expertise, or to employ Members who prefer limited responsibilities. They are not intended to provide second-rate education to students, and their compensation should promote the academic excellence expected of and delivered by them.

As Principal Hitchcock points out in her Strategic Plan for Queen's University:

No resource is more worthy of careful, strategic management than our people. The interactions of faculty and staff with our students and with each other make the campus a vibrant, healthy community. We will develop new opportunities for professional growth, increase employee satisfaction with their

roles in the academy, and enhance the management of the University. Our goal is to become one of the nation's top employers as recognized by external assessment.

Adjunct faculty have become part of the fabric of Canadian universities. Their role in the academy must also be respectfully acknowledged.



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