

**STATE BOARD FOR COMMUNITY COLLEGES AND OCCUPATIONAL
EDUCATION**

February 11, 2015

TOPIC: Colorado Community College System (CCCS) Adjunct
Instructors Task Force Report Review

PRESENTED BY: Dr. Linda S. Bowman, CCCS Vice President for Executive
Leadership Training and Development

RELATIONSHIP TO THE STRATEGIC PLAN:

- *Student Success Goal:* Colorado students shall have the opportunity to succeed through high quality, cutting-edge instruction and educational services.

EXPLANATION:

The Colorado Community College System Adjunct Instructor Task Force Report was presented to the SBCCOE in November 2014, at which time the Board requested staff review of the recommendations. College Presidents Andy Dorsey (FRCC), Dr. Diana Doyle (ACC), Dr. Betsy Oudenhoven (CCA), and Jay Lee (NJC), and CCCS Vice Presidents Mark Superka and Dr. Linda Bowman conducted the review, which was then shared and vetted with CCCS Executive Staff and College Presidents Council.

BACKGROUND:

In May 2014, Dr. Nancy J. McCallin, President of the Colorado Community College System, commissioned the CCCS Adjunct Instructors Task Force, composed of membership as follows: One adjunct instructor from each urban college: Arapahoe Community College, Community College of Aurora, Community College of Denver, Front Range Community College, Pikes Peak Community College, Red Rocks Community College, and from Colorado Community Colleges Online; One college vice president for instruction; One college vice president for administration and finance; One college dean; One college department chair; Two full-time faculty/members of the State Faculty Advisory Council; and One college president.

The CCCS Adjunct Instructors Task Force was convened on June 13, 2014, and reviewed results of the CCCS 2014 Adjunct Instructor survey, examined trends regionally and nationally, and proposed options for System implementation. In addition, Dr. Linda Bowman, CCCS Vice President, visited each of the rural colleges, Northeastern Junior College, Morgan Community College, Colorado Northwestern Community College, Lamar Community

College, Otero Junior College, Trinidad State Junior College, and Pueblo Community College, to conduct focus groups with adjunct instructors, to assure that the rural responses to the 2014 Adjunct Instructor Survey were properly interpreted and that the interests of adjunct instructors System-wide would be reflected in the report.

RECOMMENDATION:

Staff recommends that the SBCCOE approve the recommendations of the Review Committee and direct staff to begin implementation of the recommendations.

ATTACHMENT:

CCCS Adjunct Instructor Task Force Report: Presidents Committee Review

**Colorado Community College System
Adjunct Instructor Task Force Report
Presidents Committee Review**

January 2015

Committee Members: Dr. Diana Doyle, ACC President; Dr. Betsy Oudenhoven, CCA President; Andy Dorsey, FRCC President; Jay Lee, NJC President; Mark Superka, CCCS Vice President for Finance and Administration; Dr. Linda Bowman, CCCS Vice President for Executive Leadership Training and Development

The committee reviewed the recommendations of the Colorado Community College System (CCCS) Adjunct Instructor Task Force, as well as comments by College Presidents, System Executive Staff, and the State Board for Community Colleges and Occupational Education.

RECOMMENDATIONS:

1. Provide opportunities for adjunct instructors to participate in curriculum development, department meetings, all-college meetings, and other areas of instruction as needed, such as advising. Develop compensation criteria for participation that is appropriate for each type of activity.

WE SUPPORT ACCEPTING THIS RECOMMENDATION. WE SUGGEST THAT GIVEN THE DIFFERING STRUCTURES OF COMMITTEES AMONG THE COLLEGES, THAT EACH COLLEGE DEVELOPS A PLAN THAT MEETS THE INTENTION OF THE RECOMMENDATION.

2. Increase access to, participation in, and compensation for professional development, including campus or System-based workshops and training, and off-campus seminars, workshops, or conferences

WE SUPPORT ACCEPTING THIS RECOMMENDATION. WE SUGGEST THAT COLLEGES THAT HAVE IN PLACE A TIER COMPENSATION PLAN MAY CONSIDER THAT THE TIER ADVANCEMENT SERVES AS COMPENSATION IN SOME INSTANCES. WE SUPPORT THE IDEA THAT COLLEGES SHOULD REEXAMINE HOW AND WHEN OPPORTUNITIES ARE OFFERED IN ORDER TO INCREASE PARTICIPATION. WHILE WE BELIEVE THAT

EACH COLLEGE SHOULD HAVE A STRUCTURE IN PLACE TO PROVIDE FOR THESE OPPORTUNITIES, WE ACKNOWLEDGE THAT THE DETAILS WILL VARY.

3. Develop mentor programs to assist adjunct instructors in navigating the colleges' systems and procedures, share knowledge of best practice for teaching and learning, and support adjunct instructors in undertaking new goals or challenges.

WE SUGGEST THAT THIS RECOMMENDATION BE AN OPTIONAL COMPONENT FOR A LARGER PROFESSIONAL DEVELOPMENT EFFORT, IF A COLLEGE DEEMS FEASIBLE, AS OUTLINED IN RECOMMENDATION 2.

4. Establish recognition and appreciation activities that reward excellence in teaching and service. Extend employee discounts, free programs, services, and other perquisites to adjunct instructors.

WE SUPPORT THE ESTABLISHMENT OF A SYSTEM-WIDE ADJUNCT INSTRUCTOR RECOGNITION PROGRAM, SIMILARLY STRUCTURED TO THE PROGRAMS IN PLACE FOR FACULTY OF THE YEAR, ADMINISTRATOR/PROFESSIONAL TECHNICAL OF THE YEAR, AND CLASSIFIED OF THE YEAR. WE ALSO SUPPORT THE FURTHER DISSEMINATION OF INFORMATION REGARDING THE BENEFITS AVAILABLE TO ALL STATE EMPLOYEES.

5. Balance enrollment management and student needs by developing strategic scheduling, class assignments, and class cancellation processes that consider the impacts on adjunct instructors in terms of course preparation and work schedules. To encourage reasonable class cancellation deadlines and scheduling practices, we recommend a policy that adjunct instructors assigned to classes that are canceled within 14 calendar days of start date be paid 10% of the total course compensation.

WE SUPPORT THE RECOMMENDATION.

6. Improve support and access to resources for adjunct instructors.

WE SUPPORT THE INTENT OF THIS RECOMMENDATION. WITHIN REASON, COLLEGES SHOULD STRIVE TO HAVE KEY SUPPORT SERVICES, INCLUDING IT, LIBRARIES, ETC., AVAILABLE TO ADJUNCT INSTRUCTORS AND STUDENTS, COMMENSURATE WITH THE SERVICE AVAILABLE TO REGULAR FACULTY, WITHIN THE CONSTRAINTS THAT THEIR BUDGETS ALLOW.

7. Design adjunct instructor advancement programs with teaching, student learning, and performance evaluation components.

WE SUPPORT TIER PAY SYSTEMS FOR THE URBAN COLLEGES, WHICH HAVE THE HIGHEST PROPORTION OF ADJUNCT INSTRUCTORS. WE RECOMMEND THAT EACH COLLEGE, AS NEEDED, DEVELOP AN APPROPRIATE STRUCTURE FOR EVALUATION.

8. Ensure the ability of CCCS colleges and CCCOnline to attract and retain the best adjunct instructors and deliver the best education to students. Raise the adjunct instructor pay level at each college by 28% by the academic year 2016-2017, in order to create a competitive scale for adjunct instructor compensation that considers compensation levels of other Colorado institutions of higher education that offer parallel educational opportunities.

WE RECOGNIZE THE NEED TO BE AND STAY COMPETITIVE IN ORDER TO ATTRACT AND RETAIN THE BEST TALENT. THE CURRENT POLITICAL ENVIRONMENT MAKES IT DIFFICULT TO RECEIVE THE ADDITIONAL APPROPRIATIONS NECESSARY TO MEET THE 28% INCREASE RECOMMENDATION. AT THIS POINT, WE RECOMMEND THAT WE MAKE PROGRESS TOWARD THIS GOAL VIA RECOMMENDATION #9 BELOW.

9. Each CCCS college should annually increase its average instructor compensation by at least the same percentage as it increases the average salary for all other employee groups.

WE SUPPORT THIS RECOMMENDATION, SPECIFICALLY THE SIMPLE AVERAGE OF INCREASES FOR FACULTY, CLASSIFIED, AND ADMINISTRATOR/PROFESSIONAL TECHNICAL.

ATTACHMENT:
Adjunct Instructor Task Force Report
Presidents Committee Review

Work Session I.F., Consent Agenda VI.A.

10. Provide the first paycheck to an adjunct instructor by the first possible pay date after the adjunct instructor's class has started.

WE SUPPORT THIS RECOMMENDATION AND ASK THAT COLLEGE AND SYSTEM PERSONNEL REVIEW IN ORDER TO MINIMIZE THE LAG IN PAYROLL.