

DATE: November 17, 2016

TO: Non-Tenure Track Faculty Task Force

CC: Pamela Eibeck, President
Ken Mullen, Vice President for Business and Finance
Greg Walters, Assist Vice President Human Resources
Sharmila King, Chair, Academic Council

FROM: Maria Pallavicini, Provost 

RE: Continued Charge for Non-Tenure Track Faculty Task Force

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I originally charged this group with a complex task – to identify problems, analyze needs and priorities and make recommendations for policy level change to ensure that Pacific's non-tenure track faculty are supported and that the value we place on their contribution to student learning is demonstrated through the terms of their appointments. As my chief of staff indicated at the last NTT meeting on October 14, 2016, the next issues to be addressed are compensation and shared governance.

This task force did a superb job of identifying several significant issues facing non-tenure track faculty across Pacific, and made excellent recommendations for changes to address these issues. Many of the "low hanging fruit" items, including semester-length parking passes, access to Canvas and email over breaks, and converting more faculty from semester-length to year-long appointments where available, have already been implemented. Other, more substantial items are still being implemented, such as more discrete, university-wide non-tenure track faculty titles and promotion standards. I hope these are finalized by the faculty soon.

One item which was not reviewed in depth, however, and that is at the heart of non-tenure track faculty support, is compensation methodology. It is important that we develop a non-tenure track compensation methodology and practices which embodies a philosophy anchored in market information, is tied to excellence in teaching, and that is both reliable and valid. This is the task I wish you to undertake at this time.

Developing a compensation methodology is complex. There are many components that need to be considered and explored including, but not limited to, recognizing excellence in teaching, rewarding meritorious work, considering discipline-based and regional market pressures, ensuring that we value those that show loyalty and long-term engagement across Pacific and the ability of the institution and institutional affordability.

In order to move forward I would like the task force to consider comparison institutions that include California private higher education institutions as well as those public

universities that reside in our greater geographic area (including University of California campuses at Davis and Merced, and California State University campuses at Sacramento, Stanislaus, San Francisco, Chico and East Bay). I expect this process, which should involve extensive deliberation and review of the best practices at the identified peer institutions, will begin immediately and will be completed during Spring semester. This task should conclude no later than **March 10, 2017** with a report and recommendation to the Provost. This report should include recommended policies and methodology for compensation level setting for NTT faculty, processes by which we might award compensation increases for promotion or exemplary service, and a recommended “philosophy” to guide administration in updating these policies over time.

Charge The charge to the task force is to recommend a compensation methodology for Pacific’s non-tenure track faculty that is tied to excellence in teaching, that is competitive with our geographic peers and reflects how Pacific values the NTT teaching professionals across our three campuses. The Task Force will need to

- Benchmark faculty salary setting methods at the peer institutions including regional and geography based market trends.
- Compare faculty compensation with peer institutions (including benefits)
- Recommend a method for Pacific that recognizes and rewards excellence at all ranks throughout the career of an NTT faculty member
- Develop a consultation and communications plan for stakeholder input at critical junctions in the process.

Potential gender equity issues will be addressed through a mechanism that does not include this Task Force.

Accountable Vice Provost Berit Gundersen is accountable for overseeing this process; keeping me informed of its progress; seeking input and affirmation by the academic administration and leadership at critical junctures; and presenting a final plan to me to recommend to the President for approval.

Responsible The Task Force has primary responsibility for developing and recommending the compensation methodology. The Task Force should consult closely with all stakeholders and committees as necessary to ensure best practices and information are utilized.

Informed The Task Force will seek feedback from the Council of Deans and other stakeholders as necessary.

Timeline The Task Force work will begin immediately and final recommendations will be presented to me **no later than March 10, 2017**. The Provost and VP Business and Finance will consider the plan in the context of institutional affordability and extend a recommendation to the Board of Regents.

Thank you for your service in support of this critical effort as we ensure that we recognize and value the work of our faculty.