




## Memorandum

To: Faculty Senate  
Seton Hall University

From: Katia Passerini, Ph.D.  
  
Provost and Executive Vice President

Re: Timely Payments to Temporary Faculty and Adjuncts  
2022-FS-47

Date: May 6, 2022

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We have received 2022-FS-47, *Timely Payments to Temporary Faculty and Adjuncts*, passed by the Faculty Senate at their March 18 meeting. We agree people should be compensated for their teaching in a timely manner.

When onboarding is done correctly and deadlines are observed, the payment process works smoothly. Please note that our adjunct payment schedule dictates that payments for teaching in the fall and spring occur with a predictable but small delay: September, October, November, December; February, March, April, and May. To be paid punctually at the end of September, it is necessary that an adjunct be properly onboarded by August 15. If the new adjunct completes their I-9, the required background check, and all onboarding paperwork by August 15, the Department would then submit payment information by September 1 to ensure payment begins on September 30. Using the same logic, to be paid by the last day of February, onboarding paperwork should be complete by January 15. We imagine that there will often be instances where a teaching need arises at the last minute, due to unforeseen changes in circumstances, and that some adjuncts will occasionally be hired later in the semester, which might forestall their payment until the end of October.

We investigated where there have been isolated incidents of longer delays. There have been situations where delays in onboarding resulted from a delay in the adjunct signing forms such as the I-9, which must be completed in-person at SHU or a specified alternative site, or response to communications, such as the consent to the required background check. Another subset of delays related to one college/school where teaching schedules were different and where the college/department administration did not submit forms in a timely manner. A meeting between individuals in that Dean's Office and HR resulted in a new workflow for one-time earnings forms, and we hope that prevents future delays.

We process payments for guest lecturers with contracts through ESM, and Deans should work through Procurement to ensure they have been paid. We also investigated delays in this process, and we discovered a

case where the form for approval only arrived in the Provost's Office months after an event. We are committed to approving payment as expeditiously as we can, typically within just a day or two of receiving requests through ESM, but timely payment also requires the timely submission and approvals by Faculty, Chairperson, and Dean's Office. Please let us know about any specific delays, and we will work with you to identify and resolve the causes; but, at this time, we do not see systemic problems with guest speaker payments when these payments have been approved in advance and are submitted through the normal approval cycle. If there are specific problems we can address, please let our Office know.

We agree that any adjunct faculty or speakers who remain uncompensated for work completed should be paid immediately, and we encourage them to reach out to their Chairperson and the business managers in their School or College so that the Deans may notify us of any problems that we may then rectify. To avoid delays in the future, we have shared workflows for timely onboarding and timely payment with all Deans.

We are aware of only one clinical placement that experienced the level of trouble with payment described in this resolution, and it has been addressed. But because clinical placements are key to student learning and progress toward degree completion, we have decided to form a working group to create a smoother process for obtaining, maintaining, and complying with clinical placement agreements.