



MEMORANDUM

To: Cindy Katz
Executive Faculty Council, Alamo Colleges District

Judah Leggett
Tenure Ad-Hoc Committee Co-Chair

Dr. Aaron Prado
Tenure Ad-Hoc Committee Co-Chair

From: ACD Strategic Leadership Team

Re: Response to New Era Faculty Proposal

Date: May 16, 2022

Thank you for submitting the report of the Executive Faculty Council ("EFC") on "Review and Reimplementation of Tenure Track System at the Alamo Colleges District-New Era Tenure Proposal" ("EFC proposal"). The report demonstrates EFC's continued dedication to representing the voice of our faculty across the Alamo Colleges District.

We appreciate the continued opportunity to have open discussion and understand our respective fundamental cares. From this ad-hoc committee, we understand that our faculty's collective fundamental care is job security and affirmation and their professional accomplishment.

SLT Recommendation

After continued conversation and as of May 13, 2022, we have aligned on several guiding elements of the model but have not reached full agreement on the model.

We are open to having discussions about co-creating a rolling multi-year faculty contract model that we believe has benefits for faculty and ACD as a whole:

- 1) Expansion of terms of employment beyond our current single-year contract model
- 2) Enhanced and aligned evaluation process leading up to contract renewal to ensure teaching excellence, accountability, and continued innovation
- 3) Optional involvement for faculty not wanting to pursue longer term contracts
- 4) Phraseology that does not confuse a new faculty model with any previous faculty model
- 5) Defined impact to student-focused outcomes and KPIs
- 6) Support for evolving core curriculum and future market demands
- 7) Existing tenured faculty under previous model will not be affected by any proposed
- 8) Defined measurable criteria to earn contracts and retain contracts

Proposal Requests

Dr. Flores met with EFC and United Faculty Senate (UFS) in monthly scheduled meetings during Spring 2021 and Summer 2021 to discuss the EFC proposal. During these meetings, Dr. Flores, College presidents, and other SLT leaders provided feedback to consider developing a multi-year contract option. On Aug. 20, 2021, the EFC proposal was officially presented to Dr. Flores and other SLT leaders during the monthly United Faculty Senate meeting.

The SLT was provided the document for review during our meeting on Aug. 23, 2021. We did not provide a formal response; rather, additional conversations were held with Dr. Flores and other leaders to indicate modifications that were needed in the proposal – including usage of a multi-year contract model with a mature evaluation process.

The EFC Ad-Hoc Committee met with SLT on Nov. 8, 2021, to present the most updated proposal. The SLT requested a proposal for multi-year contracts with transparent evaluation system between contracts (not including indefinite auto-renewal).

During each of these interactions, the request to move to multi-year contracts was offered as an opportunity to meet the ad-hoc committee's fundamental cares while also supporting students through teaching excellence, accountability, and continued innovation based on measurable impacts as part of the contract renewal process.

Multi-year contracts are more currently relevant to community college systems, which vary from traditional four-year universities because of legal requirements to offer technical and workforce training programs in addition to academic programs.

At the same time as we were engaging in these discussions, the EFC Faculty Evaluation ad-hoc committee provided their work update to the SLT. This update indicated that the faculty evaluation process continues to be misaligned across the Alamo Colleges District and is not yet at the mature and effective level anticipated after nearly a decade since the last faculty evaluation proposal was presented to the ACD Board of Trustees. After initial feedback was provided by SLT, the EFC Faculty Eval ad-hoc committee provided an updated proposal in March 2022; the SLT accepted the proposal with the request for a timeline be provided for implementation in academic year 2022-2023.

Revised Proposal

The EFC presented a modified proposal on Feb. 28, 2022, with a multi-year contract model. During this conversation, the SLT requested removing the word “tenure” from the proposal because it does not align with the traditional definition of tenure (including research, publications, grants), and it could be misconstrued as reinstatement of a previous model under which new faculty have not been hired. Additional considerations were offered including an option for current faculty to not enroll in the process.

On April 20, 2022, we received communication that EFC did not feel comfortable with those requests and would like to move forward with the original proposal without multi-year contracts. During the UFS meeting on April 22, 2022, we shared a modified version of the EFC Feb. 28 proposal for consideration, including the modifications we requested when it was presented. At that time, the UFS and EFC did not accept the proposal and remained firm on the original proposal to reinstate the previous ACD model of tenure without any modifications.

On Monday, April 29, 2022, the EFC ad-hoc committee met with Dr. Flores, College presidents, and other SLT leaders for a work session to review similarities and possible alignments between the EFC proposed and the SLT proposed model. We discussed the following elements:

- The chancellor and presidents believe the faculty contract model should be built as a rolling multi-year contract model (consistent with administrator contracts).
- The chancellor and presidents believe faculty participation would be optional for all those hired since 2011 and moving forward.
- The collective group was not able to reach accord on use of the word “tenure” as the name for this new-era model because the term does not align with the traditional definition of tenure (including research, publications, grants), and it could be misconstrued as reinstatement of a previous model under which new faculty have not been hired.

Grounded Assessments

The SLT has grounded assessments made in the EFC proposal to ensure all parties are aligned in understanding of current practices:

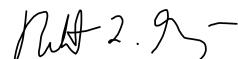
1. ACD board policies currently provides for academic freedom ([D.3.5](#)), shared governance/participatory leadership ([B.2.1](#)), and due process ([D.10.2.2](#), [D.10.2.3](#), [D.10.2.5](#), [H.1.2.1](#))
2. The five colleges of the ACD are in full compliance with all SACSCOC expectations and accreditation requirements
3. ACD Board and leadership has expanded inclusion of stakeholder representative groups for shared governance/participatory leadership as related to curriculum and instruction
4. ACD's shared organizational achievement has been realized with student-centric initiatives like Transfer Advising Guides, AlamoINSTITUTES, and AlamoADVISE and has received national awards for excellence without a tenure track system
 - o 2015: PAC – Texas Award for Performance Excellence
 - o 2016: PAC – Finalist, Malcolm Baldrige National Quality Award
 - o 2016: ACD – Texas Award for Performance Excellence
 - o 2018: ACD – Malcolm Baldrige National Quality Award
 - o 2018: SPC – Texas Award for Performance Excellence
 - o 2019: NVC, PAC, SAC, and SPC – Aspen Top 150
 - o 2019: PAC – Rising Star, Aspen Prize for Community College Excellence
 - o 2021: NVC, PAC, and SAC – Aspen Top 150
 - o 2021: SAC - Winner, Aspen Prize for Community College Excellence
 - o 2022: ACD – AACC Award of Excellence for Student Success



Mike Flores, Ph.D
Chancellor, Alamo Colleges District

May 16, 2022

Date



Robert Garza, Ph.D
President, Palo Alto College

May 16, 2022

Date

Veronica Garcia

May 16, 2022

Veronica Garcia, Ph.D
President, Northeast Lakeview College



Adena Williams Loston, Ph.D
President, St. Philip's College

May 16, 2022

Date



Ric Baser, Ed.D
President, Northwest Vista College

May 16, 2022

Date



Robert Vela, Ed.D
President, San Antonio College

May 16, 2022

Date