

Since the suspension of tenure in 2011, faculty have developed systems for continual review and improvement of:

- Faculty Evaluations
- Faculty Development
- End-of-Course-Student Surveys

1. Charge and Work Products

The primary charge is to make a recommendations regarding the tenure-track system at Alamo College. The components of this work include:

Data Deliverables

- Best practices regarding tenure around the country among peer institutions
- Data showing how improvements to Faculty evaluation and development have contributed to improvements of student success metrics
- Data reflecting how lack of tenure has impacted recruitment and retention of quality faculty at Alamo Colleges (HR records)
- Statistical make-up of faculty by gender and race and how those numbers are different among tenured vs. non-tenure track faculty hired after 2011. (HR records; for breakdown of faculty by Racial/Ethnic background see Appendix II)

On the Merits: Making the Case for Tenure

- Define tenure for Alamo Colleges
- Answer the major questions surrounding tenure by assessing the benefits and liabilities of tenure and a tenure-track system for Alamo Colleges, including:
 - How does tenure benefit our ultimate goal of Student Success?
 - Myth versus fact: What legal barriers are created by the tenure system and the process for removal of tenured faculty?
 - How does tenure impact faculty accountability, development, and evaluation?

The Path Forward

- Based on the data and assessments detailed above, recommend changes to policies or procedures related to tenure.
- Develop outlines for any processes needed that result from the recommendations regarding tenure.

2. Known Constraints, Criteria, or Design Principles

See above under: On the Merits: Making the Case for Tenure

3. Relevant Strategic Objectives

All three Alamo Colleges' Strategic Objectives are served by this work.

a. Student Success:

Having tenure-track faculty may enhance recruitment and retention of top-quality faculty by rewarding excellence in teaching and service. Student success is the result.

b. Principle-Centered Leadership:

- Tenure is a well-established method among colleges and universities of telling a faculty member with a demonstrated record of excellence: "Good work – we believe in you and want you to continue teaching and serving our students."
- Studying the tenure system now would acknowledge the hard work that has gone into the transformational enhancement of faculty performance evaluation procedures and faculty development efforts since 2011.
- Tenure provides faculty with academic freedom and a shared governance stake in alignment with SASCOC accreditation standards and best practices in higher education across the nation.

c. Performance Excellence:

Tenure creates a process for only the best faculty to remain with a college. It is a reward for sustained commitment and promotes faculty engagement and excellence in teaching and service.

4. Sponsors of the Work¹

Linda Boyer-Owens

5. Internal Stakeholders or Resources

Full-time faculty from each college, including both tenured and contract faculty
College administrators who supervise faculty (College President, Deans, Chairs)
District legal representation

6. Preliminary List of Team Members – all voting members

Two Co-chairs from United Faculty Senates
Two Full-Time Faculty from each college: one tenured, one full-time contract
One Vice-Chancellor of Academic Success
One college Vice President of Academic Success
One college Faculty Chair

7. Deadline for Work Product

Spring/Summer 2021

1 The role of the sponsor is to support the faculty by removing barriers, securing needed resources and providing an administrative lens to the considerations.

Appendix I

District Policies and Procedures that mention tenure:

[D.2.2.1 Hiring Practices \(Procedure\) \(PDF\)](#)

[D.2.3.2 Faculty and Department Chair Positions \(Procedure\) \(PDF\)](#)

[D.2.5.1 Hiring Authority, Status, Assignments and Duties \(Procedure\) \(PDF\)](#)

[D.2.5.4 Full-Time Tenured and Tenure Track Faculty Relocation Between Colleges \(Procedure\) \(PDF\)](#)

[D.2.5.5 Faculty Tenure Process \(Procedure\) \(PDF\)](#)

[D.3.5 Academic Freedom and Responsibilities \(Policy\) \(PDF\)](#)

[D.5.3.1 Holidays, Leaves, and Absences \(Procedure\) \(PDF\)](#)

[D.5.4.1 Family and Medical Leave \(Procedure\) \(PDF\)](#)

[D.7.1.2 Faculty Performance Evaluations \(Procedure\) \(PDF\)](#)

[D.8.2.1 Promotion Process \(Procedure\) \(PDF\)](#)

[D.9.1.1 Progressive Discipline: Non-Tenured Employees \(Procedure\) \(PDF\)](#)

[D.9.1.2 Progressive Discipline: Tenured Faculty \(Procedure\) \(PDF\)](#)

[D.10.2.2 Termination During Contract Term: Non-Tenured Employees \(Procedure\) \(PDF\)](#)

[D.10.2.3 Nonrenewal: Non-Tenured Employees \(Procedure\) \(PDF\)](#)

[D.10.2.5 Termination: Tenured Faculty \(Procedure\) \(PDF\)](#)

Appendix II

Statistics of Racial/Ethnic Groups – tenured vs. non-tenured Faculty at ACD as of Fall 2019

TENURED FACULTY (including Faculty Chairs)

All Practitioners classified as Tenured Faculty on the first day of class, Fall 2019

Racial/Ethnic Group	Fall 2019	Fall 2019
	#	% of all
American Indian or Alaska Native (Not Hispanic or Latino)	3	0.66%
Asian (Not Hispanic or Latino)	8	1.75%
Black or African American (Not Hispanic or Latino)	21	4.59%
Hispanic or Latino	153	33.41%
Native Hawaiian or Other Pacific Islander (Not Hispanic or Latino)	1	0.22%
Two or more races (Not Hispanic or Latino)	33	7.21%
White (Not Hispanic or Latino)	239	52.18%
Grand Total	458	100.00%

NON-TENURED FACULTY (including Faculty Chairs)

All Practitioners classified as Non-Tenured Faculty on the first day of class, Fall 2019

Racial/Ethnic Group	Fall 2019	Fall 2019
	#	% of all
American Indian or Alaska Native (Not Hispanic or Latino)		0.00%
Asian (Not Hispanic or Latino)	14	4.20%
Black or African American (Not Hispanic or Latino)	24	7.21%
Hispanic or Latino	119	35.74%
Native Hawaiian or Other Pacific Islander (Not Hispanic or Latino)		0.00%
Two or more races (Not Hispanic or Latino)	14	4.20%
White (Not Hispanic or Latino)	162	48.65%
Grand Total	333	100.00%