

Friday, September 4, 2026

Good morning, Academic Senate Members,

Thank you for elevating the Part-Time Leadership Compensation Resolution and for your continued advocacy on behalf of our part-time faculty colleagues. We share a common interest in ensuring that the leadership work necessary to support our programs, students, and institution is appropriately structured, equitably distributed, and recognized. We fully recognize the essential role part-time faculty play in advancing our instructional mission and supporting student success at College of Alameda.

I especially appreciate the productive discussion we had yesterday at the Academic Senate meeting. The conversation provided an important opportunity to better understand the concerns and gaps identified in the resolution, clarify areas where additional information is needed, and identify a collaborative process for moving this work forward. While there remain questions that require further review, I believe our discussion demonstrated a shared commitment to resolving these concerns thoughtfully, transparently, and through our established shared governance processes.

As we continue this work, the following considerations from my initial response remain important to our review:

- Department Chairs, alongside instructional deans, maintain responsibility for providing leadership and oversight in disciplines where part-time faculty may serve as the sole instructional presence, particularly when aligned within a broader discipline area.
- As Transformation Plan recommendations continue to move forward, increased alignment and clustering across colleges may expand access to full-time faculty leadership and address some of the structural gaps identified in the resolution.
- The districtwide clustering work introduces additional considerations regarding long-term program alignment and sustainability. Compensation and leadership structures should therefore

be considered within the broader context of program alignment, institutional capacity, and student need.

- We remain committed to exploring appropriate pathways to recognize and compensate part-time faculty who are performing necessary leadership responsibilities, within existing contractual parameters and available resources.
- We are also actively working to increase full-time faculty hiring while remaining mindful of fiscal constraints and the need to balance investments in part-time leadership, full-time faculty capacity, and broader institutional sustainability.

Agreed-Upon Next Steps

- Develop a comprehensive inventory of the areas across the College in which part-time faculty are currently fulfilling leadership, coordination, or other responsibilities beyond their instructional assignments. This inventory will help us understand the scope of the issue rather than addressing individual disciplines in isolation.
- For each identified area, determine who is currently directing or assigning the work and assess whether the responsibilities should appropriately be overseen by a manager, a full-time tenured faculty member with existing capacity, or another established leadership structure. This review will help distinguish responsibilities that appropriately require part-time faculty leadership from work that should be realigned within existing roles.
- College Council will assemble a small team to conduct this review. The team's findings and recommendations will be brought back to College Council, where the matter will be placed on the agenda as an action item so that the College can determine an appropriate institutional path forward.
- We also discussed the need to review whether existing faculty obligations are being fully met across the College. If responsibilities already assigned to full-time faculty are not being fulfilled, that may contribute to work being shifted to part-time faculty. At this time, we have not confirmed that this is a contributing factor. Nevertheless, as part of our institutional responsibility, we will review this question and begin realigning work, where necessary, with the standards, roles, and expectations already established and agreed upon.



With regard to several of the specific disciplines referenced in the resolution, the contextual considerations outlined previously remain relevant: Anthropology has full-time faculty leadership and a hiring process underway to support continuity; Asian & Asian American Studies and Mexican & Latin American Studies are being considered within the ongoing faculty-led Ethnic Studies alignment work; Health Professional Occupations continues to be considered within broader Allied Health and Transformation Plan discussions; World Languages requires continued review of alignment, enrollment trends, and student demand; and Transfer Counseling should be considered within the broader discussion of Counseling Chair time and leadership structures.

Compensation for part-time faculty performing leadership-related work has been an ongoing discussion at College of Alameda well before my arrival. Our shared task now is to move from identifying the concern to developing a clear, consistent, and sustainable institutional approach. The agreed-upon review gives us an opportunity to better understand where leadership gaps exist, why they exist, who should appropriately hold the work, and where compensation or structural changes may be warranted.

Thank you again for yesterday's thoughtful dialogue and for the Academic Senate's continued advocacy on behalf of faculty and students. I appreciate our shared interest in addressing these concerns and believe the next steps we identified provide a constructive pathway toward resolving existing gaps while strengthening accountability, clarity, and institutional capacity.

Best regards,

Melanie Dixon

President

College of Alameda