Introduction

Tenure is a means to certain ends; specifically: (1) freedom of teaching and research and of extramural activities, and (2) a sufficient degree of economic security to make the profession attractive to men and women of ability. Freedom and economic security, hence, tenure, are indispensible to the success of an institution in fulfilling its obligations to its students and to society.

In 1940 representatives of the American Association of University Professors and of the Association of American Colleges issued a statement on the principles of academic freedom and tenure, which included the quote listed above. The goal of these representatives was to promote public understanding of tenure, as well as academic freedom, and to establish agreement upon the procedures related to them in order to solidify their place in the academy.

This statement remained the definitive opinion on these issues until 1969, when a joint committee of the American Association of University Professors and the Association of American Colleges convened to re-examine it. Based on experiences in the nearly thirty years since the statement was first issued, the committee issued interpretations of the statement in order to adapt it to current needs. Within these interpretations, important nuances emerged, specifically one that was not emphasized in the original statement: academic responsibility:

As members of their community, professors have the rights and obligations of other citizens. Professors are unique in that they measure the urgency of these obligations in the light of their responsibilities to their students, to their subject, to their profession, and to their institution. It is this additional layer, I think, that makes being a teacher an especially noble and interesting profession.

For the past year, I worked with a small group of faculty to develop a more meaningful and active tenure process. It was a determined group that met weekly and became a terrific example of creative collaboration. One of the ways that the new process differs from the previous process is the inclusion of an Action-based Research Project connected to some aspects of your teaching, librarianship or counseling. Another significant difference is the inclusion of mentors for all tenure-track faculty members, a change that we feel will help the entire process run more smoothly. Please review the Tenure Handbook let me know your thoughts.

Dr. William Mullaney
Vice President of Academic Affairs
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<th>Document</th>
<th>Due Date</th>
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</thead>
<tbody>
<tr>
<td>September</td>
<td>New Faculty Orientation – 6 hours</td>
<td></td>
</tr>
<tr>
<td>October</td>
<td>New Faculty Orientation – 4 hours</td>
<td></td>
</tr>
<tr>
<td>November</td>
<td>New Faculty Orientation – 4 hours</td>
<td></td>
</tr>
<tr>
<td>January</td>
<td>New Faculty Orientation – 6 hours</td>
<td>4th Friday in January</td>
</tr>
<tr>
<td></td>
<td>Complete and submit 1st year reappointment paperwork and make an appointment to confer with Divisional Dean, or Director, and mentor.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>See the documents section for directions, forms &amp; format</td>
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</tr>
<tr>
<td></td>
<td>1. Workload Context</td>
<td></td>
</tr>
<tr>
<td></td>
<td>2. Professional Strengths</td>
<td></td>
</tr>
<tr>
<td></td>
<td>3. New Faculty Orientation Attendance</td>
<td></td>
</tr>
<tr>
<td></td>
<td>4. Fall Teaching Observation</td>
<td></td>
</tr>
<tr>
<td>February</td>
<td>After having conferred with the faculty member, Divisional Dean or Director submits Reappointment Recommendation to the appropriate Vice President.</td>
<td>2nd Friday in February</td>
</tr>
<tr>
<td></td>
<td>Vice Presidents notify President of faculty recommended for 1st reappointment by</td>
<td>4th Friday in February</td>
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<tr>
<td></td>
<td>Divisional Dean or appropriate Vice President informs faculty of administration's recommendation for non-reappointment and gives reasons why</td>
<td></td>
</tr>
<tr>
<td></td>
<td>1. New Faculty Orientation – 4 hours</td>
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</tr>
<tr>
<td></td>
<td>2. February-May meet with your dean and group mentor to discuss plans for next year.</td>
<td></td>
</tr>
<tr>
<td>March</td>
<td>President, in writing, notifies faculty members who will be recommended to Board of Trustees for 1st reappointment</td>
<td>1st Friday in March</td>
</tr>
<tr>
<td></td>
<td>President, in writing, notifies faculty members who will not be recommended to Board of Trustees for 1st reappointment</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Faculty members notify President, in writing, indicating acceptance of 1st reappointment (subject to approval of Board of Trustees) by</td>
<td>3rd Friday in March</td>
</tr>
<tr>
<td>April</td>
<td>New Faculty Orientation – 4 hours</td>
<td></td>
</tr>
<tr>
<td>May</td>
<td>Complete and submit 1st year End of Year Portfolio which will include:</td>
<td>3rd Friday in May</td>
</tr>
<tr>
<td></td>
<td>1. Mentor Preference Form</td>
<td></td>
</tr>
<tr>
<td></td>
<td>2. End of the Year Reflection</td>
<td></td>
</tr>
<tr>
<td></td>
<td>3. New Faculty Orientation Attendance</td>
<td></td>
</tr>
<tr>
<td></td>
<td>4. Spring Teaching Observation</td>
<td></td>
</tr>
</tbody>
</table>
# YEAR TWO

<table>
<thead>
<tr>
<th>Month</th>
<th>Document</th>
<th>Due Date</th>
</tr>
</thead>
</table>
| September | 1. Complete Core Competency Goal Planning  
   - a. Complete Core Competency Goal Planning form. (At least two core competencies must be addressed; all four core competencies must be addressed for 4th year reappointment.)  
   - b. Meet with your mentor and dean  
   2. Dean completes the September Meeting Form | 4th Friday in September       |
| January  | Complete and submit 2nd year reappointment forms which will include:  
   - 1. Approved Core Competency Goal form from 9/30  
   - 2. Progress Report for Core Competency Goals (progress September – December)  
   - 3. Workload Context  
   - 4. Philosophy of Teaching  
   - 5. Record of Educational and Professional Activities  
   - 6. Classroom Observations from Spring (1st year) and Fall (2nd year) | 4th Friday in January         |
| February | After having conferred with faculty and mentor, Divisional Dean or Director submits Reappointment Recommendation and Dean's Evaluation of Progress to the appropriate Vice President  
   Vice Presidents notify President of faculty recommended for 2nd reappointment by  
   Divisional Dean or appropriate Vice President informs faculty of administration's recommendation for non-reappointment and gives reasons why  
   Begin planning with mentor and dean your Research Based Professional Development project | 2nd Friday in February        |
| March    | President, in writing, notifies faculty members who will be recommended to Board of Trustees for 2nd reappointment  
   President, in writing, notifies faculty members who will not be recommended to Board of Trustees for 2nd reappointment  
   Faculty members notify President, in writing, indicating acceptance of 2nd reappointment (subject to approval of Board of Trustees) by | 1st Friday in March           |
|          | President, in writing, notifies faculty members who will not be recommended to Board of Trustees for 2nd reappointment | 3rd Friday in March           |
| April    | Meet with dean, department chair and mentor to obtain approval for your Research-Based Professional Development project. Dean will complete the RBPD Approval Form. | 4th Friday in April           |
| May      | Complete and submit 2nd year End of Year Portfolio which will include:  
   - a. Research Based Professional Development Form – Part 1  
   - b. End of the Year Reflection  
   - c. Spring Teaching Observation | 3rd Friday in May             |
## YEAR THREE

<table>
<thead>
<tr>
<th>Month</th>
<th>Document</th>
<th>Due Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>September</td>
<td>1. Begin Research-Based Professional Development Project</td>
<td>4th Friday in September</td>
</tr>
<tr>
<td></td>
<td>2. Complete Core Competency Goal Planning</td>
<td></td>
</tr>
<tr>
<td></td>
<td>a. Complete Core Competency Goal form. (At least three core competencies must be addressed; all four core competencies must be addressed for 4th year reappointment.)</td>
<td></td>
</tr>
<tr>
<td></td>
<td>b. Meet with your mentor and dean</td>
<td></td>
</tr>
<tr>
<td></td>
<td>3. Dean completes the September Meeting Form</td>
<td></td>
</tr>
<tr>
<td>January</td>
<td>Complete and submit 3rd year reappointment forms which will include:</td>
<td>4th Friday in January</td>
</tr>
<tr>
<td></td>
<td>1. Approved Core Competency Goal form from 9/30</td>
<td></td>
</tr>
<tr>
<td></td>
<td>2. Progress Report for Core Competency Goals (progress September – December)</td>
<td></td>
</tr>
<tr>
<td></td>
<td>3. Record of Educational and Professional Activities</td>
<td></td>
</tr>
<tr>
<td></td>
<td>4. Workload Context</td>
<td></td>
</tr>
<tr>
<td></td>
<td>5. Classroom Observations from Spring (2nd year) and Fall (3rd year)</td>
<td></td>
</tr>
<tr>
<td></td>
<td>6. Interim Research Based Professional Development Progress Report</td>
<td></td>
</tr>
<tr>
<td>February</td>
<td>After having conferred with faculty and mentor, Divisional Dean or Director submits Reappointment Recommendation and Dean's Evaluation of Progress to the appropriate Vice President</td>
<td>2nd Friday in February</td>
</tr>
<tr>
<td></td>
<td>Vice Presidents notify President of faculty recommended for 3rd reappointment by</td>
<td>3rd Friday in February</td>
</tr>
<tr>
<td></td>
<td>Divisional Dean or appropriate Vice President informs faculty of administration's recommendation for non-reappointment and gives reasons why</td>
<td></td>
</tr>
<tr>
<td></td>
<td>President, in writing, notifies faculty members who will be recommended to Board of Trustees for 3rd reappointment</td>
<td></td>
</tr>
<tr>
<td></td>
<td>President, in writing, notifies faculty members who will not be recommended to Board of Trustees for 3rd reappointment</td>
<td></td>
</tr>
<tr>
<td>March</td>
<td>Faculty members notify President, in writing, indicating acceptance of 3rd reappointment (subject to approval of Board of Trustees) by</td>
<td>1st Friday in March</td>
</tr>
<tr>
<td>May</td>
<td>Complete and submit 3rd year End of Year Portfolio which will include:</td>
<td>3rd Friday in May</td>
</tr>
<tr>
<td></td>
<td>a. Research Based Professional Development End of Year Report – Part 2</td>
<td></td>
</tr>
<tr>
<td></td>
<td>b. End of the Year Reflection</td>
<td></td>
</tr>
<tr>
<td></td>
<td>c. Spring Teaching Observation</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Meet with dean, department chair and mentor to discuss</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Research Based Professional Development End of Year Report.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Dean will complete the comments section.</td>
<td></td>
</tr>
<tr>
<td>Month</td>
<td>Document</td>
<td>Due Date</td>
</tr>
<tr>
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</tbody>
</table>
| September   | 1. Continue, with appropriate revisions, Research Based Professional Development project  
2. Complete Core Competency Goal Planning. (All four core competencies must be addressed for 4th year reappointment.)  
a. Complete Core Competency Goal form  
b. Meet with your mentor and dean  
3. Dean completes the September Meeting Form | 4th Friday in September       |
| January     | Complete and submit 4th year reappointment forms which will include:  
1. Approved Core Competency Goal form from 9/30  
2. Progress Report for Core Competency Goals ( progress September – December)  
3. Record of Educational and Professional Activities  
4. Workload Context  
5. Classroom Observations from Spring (3rd year) and Fall (4th year)  
6. Interim Research Based Professional Development Progress Report | 4th Friday in January         |
| February    | After having conferred with faculty and mentor, Divisional Dean or Director submits Reappointment Recommendation and Dean's Evaluation of Progress to the appropriate Vice President  
Vice Presidents notify President of faculty recommended for 4th reappointment by  
Divisional Dean or appropriate Vice President informs faculty of administration's recommendation for non-reappointment and gives reasons why  
President, in writing, notifies faculty members who will be recommended to Board of Trustees for 4th reappointment  
President, in writing, notifies faculty members who will not be recommended to Board of Trustees for 4th reappointment | 2nd Friday in February  
3rd Friday in February |
| March       | Faculty members notify President, in writing, indicating acceptance of 3rd reappointment (subject to approval of Board of Trustees) by  
Submit final Research Based Professional Development Report – Part 3 | 1st Friday in March  
4th Friday in March |
| April       | Meet with dean, department chair and mentor to discuss Research Based Professional Development final report. Dean completes the RBPD completion form. | 4th Friday in April |
| May         | Complete and submit 4th year end of year Portfolio which will include:  
a. End of the Year Reflection  
b. Spring Teaching Observation  
c. Final Research Based Professional Development Report – Part 3 | 3rd Friday in May |
### YEAR FIVE

<table>
<thead>
<tr>
<th>Month</th>
<th>Document</th>
<th>Due Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>October</td>
<td>Tenure Packet – To be submitted to the Tenure Review Committee</td>
<td>1st Friday in November</td>
</tr>
<tr>
<td></td>
<td>1. Record of Educational and Professional Activities</td>
<td></td>
</tr>
<tr>
<td></td>
<td>2. Revised Workload Context</td>
<td></td>
</tr>
<tr>
<td></td>
<td>3. Revised Teaching Philosophy</td>
<td></td>
</tr>
<tr>
<td></td>
<td>4. Revised Professional Strengths</td>
<td></td>
</tr>
<tr>
<td></td>
<td>5. Classroom observation from Spring (4th year)</td>
<td></td>
</tr>
<tr>
<td></td>
<td>6. Abstract of Research Based Professional Development project</td>
<td></td>
</tr>
<tr>
<td></td>
<td>7. Research Based Professional Development completion form</td>
<td></td>
</tr>
<tr>
<td></td>
<td>8. Summative reflection on personal improvement for the past 4 years</td>
<td></td>
</tr>
<tr>
<td></td>
<td>9. Endorsement form from mentor</td>
<td></td>
</tr>
<tr>
<td>November</td>
<td>Tenure Packet and Tenure Review Committee's recommendation submitted to the dean</td>
<td>1st Friday in December</td>
</tr>
<tr>
<td>December</td>
<td>Dean submits tenure recommendation and tenure packet to appropriate Vice President</td>
<td>2nd Friday in December</td>
</tr>
<tr>
<td></td>
<td>Vice Presidents notify President of faculty recommended for tenure</td>
<td>3rd Friday in December</td>
</tr>
<tr>
<td></td>
<td>Vice Presidents notify President of faculty not recommended for tenure, and give reason why.</td>
<td>3rd Friday in December</td>
</tr>
<tr>
<td></td>
<td>President, in writing, notifies faculty members who will be recommended to the Board of Trustees for tenure.</td>
<td>2nd Friday in January</td>
</tr>
<tr>
<td>January</td>
<td>President, in writing, notifies faculty members who will not be recommended to the Board of Trustees for tenure.</td>
<td>2nd Friday in January</td>
</tr>
<tr>
<td></td>
<td>Faculty members notify President, in writing, indicating acceptance of 5th reappointment, with tenure (subject to approval by Board of Trustees)</td>
<td>4th Friday in January</td>
</tr>
<tr>
<td></td>
<td>Next meeting of Board of Trustees following 4th Friday in January – action on President’s recommendations for 5th reappointment with tenure.</td>
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</tbody>
</table>
Core Competencies of the Bergen Community College Faculty

- Effective Teaching Strategies
- Professional Commitment
- The Student-Centered Professor
- Assessment
- Institutional and Community Engagement
Competency 1 – Effective Teaching
Bergen Community College educators will implement, and continually improve, teaching and learning that promote both acquisition and applications of knowledge and understanding. Bergen Community College educators will design learning opportunities that acknowledge, draw upon and are enriched by student diversity. An atmosphere of inclusion and understanding will be promoted in all learning environments.

Performance Indicators for Competency 1 – Effective Teaching
The faculty member will:
• Employ strategies (e.g. cooperative/collaborative) that motivate students and guide them to become more active learners
• Encourage students to challenge ideas and sources
• Integrate concrete, real-life situations into learning strategies (e.g., in counseling, library or classroom settings)
• Invite student input on their educational experience (e.g., choice among assignment topics, learning activities, etc.)
• Employ methods that develop student understanding of discipline’s thinking, practice and procedures (e.g., through guided learning opportunities the student will apply the use of the discipline’s “ways of knowing”) and student academic literacy in the discipline or field (e.g., reading, writing, numeracy, technology skills, etc.)
• Develop reciprocity and cooperation among students (interdependence and teamwork)
• Foster connections among students in and out of the classroom, counseling and library environments (learning communities)
• Use diverse perspectives to engage and deepen critical thinking (i.e. diversity as a learning resource)

Competency 2 - Professional Commitment
Bergen Community College educators will continuously examine the effectiveness of their teaching, counseling, or librarianship in terms of student learning. They will demonstrate their commitment to becoming a better teacher, librarian, or counselor by actively participating in professional development. They also will keep abreast of the current scholarship in the fields of teaching and learning. Bergen Community College educators will stay current and continually improve their knowledge and understanding of their discipline. They will participate in activities that promote Bergen Community College’s learning and student success mission, including serving on related college-wide groups and committees, attending professional conferences, and/or participating in other professional organizations.
Performance Indicators for Competency 2 – Professional Commitment

The faculty member will:

• Demonstrate current teaching and learning theory & practice
• Produce professional work (action research or traditional research) that meets standards of scholarship expected of Bergen Community College faculty
• Demonstrate relationship of the Scholarship of Teaching and Learning to improved teaching and learning processes
• Stay current in discipline/academic field (e.g., graduate courses and degrees, professional organizations, conferences, journals and other literature, etc.)
• Contribute to discipline/academic field
• Access faculty development programs and resources
• Participate actively on departmental, divisional and college committees and task forces.
• Collaborate with colleagues and dean/department chair/director to assure and to demonstrate progression of student learning across courses and programs

Competency 3 – Assessment

Bergen Community College professors will measure student learning through consistent, timely formative and summative measures, and promote students’ abilities to self-assess. Assessment practices will invite student feedback on the teaching and learning process as well as on student achievement. Bergen Community College professors will also engage in outcomes-based practice to answer two key questions: “What will the students be able to know or do when they complete this course and/or program of study?” and “How will you know they know or can do what is expected when they have completed the course and/or program of study?”

Bergen Community College has demonstrated its commitment to this practice by its adoption of the Essential Learning Outcomes (LEAP) and the establishment of course and program learning outcomes (e.g., General Education Outcomes/LEAP, AS, AA, Honors, Certificate Programs, etc.). Bergen Community College educators will facilitate student growth in the Essential Learning Outcomes, Course Learning Outcomes, and Program Learning Outcomes through their work with students both in and out of the classroom setting.

Performance Indicators for Competency 3 - Assessment

The faculty member will:

• Employ formative feedback loops to inform students of their learning progress and provide timely feedback on class activities, exams, papers, and/or program
• Align summative evaluations with course outcomes, learning activities (appropriate to level of thinking & performance), or program outcomes
• Design activities to help students refine their abilities to self-assess their learning
• Evaluate effectiveness of assessment strategies and grading practices
• Align learning activities and assessments of course learning outcomes and program learning outcomes, with the student core competencies
• Sequence learning opportunities and assessments throughout courses, programs, and developmental advising to build student understanding and knowledge
• Design assessments that demonstrate student growth in Program Learning Outcomes and help students understand their growth in the acquisition of these outcomes
• Use evidence of student learning to review and improve courses and programs

**Competency 4 – Institutional and Community Engagement**

Bergen Community College educators will collaborate with the college community and their larger communities (local, regional/state, national, global) in ways that are mutually beneficial to all parties. The purpose of institutional and community engagement is advance the goals and priorities of the college and to contribute to the public good.

By focusing these engagement efforts on student success, particularly expanding access to and supporting completion of a college education, this competency recognizes the vital role faculty play in the “life of college” in order to improve and enhance the BCC student experience. Furthermore, it emphasizes the value of community partnerships and the need to build and maintain relationships with the people, organizations, and companies who can support the college’s mission.

**Performance Indicators for Competency 4 – Institutional and Community Engagement**

The faculty member will:

• Participate in college-wide efforts, such as strategic planning, accreditation/self-study and program review
• Participate actively on department, division, college meetings/committees/task forces
• Engage in faculty and college-wide governance opportunities
• Expand knowledge of college connections and contributions to wider communities
• Engage in research projects and service learning experiences for community, industry or government
• Assume leadership roles in college initiatives, student clubs or the college’s community outreach efforts
• Promote the college and its programs to groups within the county, state and country
• Work closely with our high school and university partners to create and strengthen pathways for students
Workload Context
This statement is intended to give an opportunity to explain your workload. Be as specific as possible in explanations and examples and limit content to 2 pages, double-spaced. State at the beginning of your narrative the courses you teach, number of credits and preparations. Tables and bullets may be used as appropriate.
1. Explain your workload as specifically as possible. Librarians and counselors should explain the work they are doing. If you are a program coordinator or department chair, mention that here.
2. Content in this statement will include any assistance in administrative and committee work (along with your specific contribution/role and chair of committee).
3. Define and explain significant contributions to the College and Community and how these activities enrich your position at the College and the College’s presence in the community.
**Professional Strengths**

This statement is intended to give an opportunity to explain what strengths you bring to your position and should be no longer than one page when submitted in Year 1 and no longer than two pages when submitted in Year 5. Highlight your significant strengths in a narrative. Specific examples must be provided and supporting appendices are encouraged. The narrative should describe how you actively participate within the BCC and your professional community and how these activities enhance your classroom teaching and professional scholarship.
Bergen Community College
Tenure Track
Classroom Instructional Evaluation

Instructor: __________________________________________

School: ____________________________________________ Classroom #: _______________________

Evaluator: __________________________________________

Date Of Evaluation: __________________________ Time: _______________________

Course Name: _____________________________________ Section: _______________________

Type Of Presentation: (Check One Or More)

☐ Lecture    ☐ Videotape    ☐ Laboratory    ☐ Discussion    ☐ Demonstration    ☐ Clinic
☐ Other (Identify) _______________________________________________________________________

Pre-Observation Comments (If Applicable): ___________________________________________________
_______________________________________________________________________________________
_______________________________________________________________________________________

Instructional Techniques (Please Circle Appropriate Item. All Items, Regardless Of Rating, Require Supportive Comments.)

A. Organization And Development:

Supportive Comments: ___________________________________________________________________
_______________________________________________________________________________________
_______________________________________________________________________________________

B. Knowledge Of Subject Matter:

Supportive Comments: ___________________________________________________________________
_______________________________________________________________________________________
_______________________________________________________________________________________

C. Presentation Of Subject Matter:

Supportive Comments: ___________________________________________________________________
_______________________________________________________________________________________
_______________________________________________________________________________________

D. Student Involvement:

Supportive Comments: ___________________________________________________________________
_______________________________________________________________________________________
_______________________________________________________________________________________

E. Comments On The Techniques Of The Presentation:

Supportive Comments: ___________________________________________________________________
_______________________________________________________________________________________
_______________________________________________________________________________________
F. Additional Comments:
________________________________________________________________________________________

Overall Qualities (Please Circle Appropriate Item. All Items, Regardless Of Rating, Require Supportive Comments.)

A. Enthusiasm For Subject Matter Presented:
Supportive Comments: ____________________________________________________________________
________________________________________________________________________________________
________________________________________________________________________________________

B. Rapport With Students:
Supportive Comments: ____________________________________________________________________
________________________________________________________________________________________
________________________________________________________________________________________

C. Class Management:
Supportive Comments: ____________________________________________________________________
________________________________________________________________________________________
________________________________________________________________________________________

D. Oral Presentation:
Supportive Comments: ____________________________________________________________________
________________________________________________________________________________________

E. Additional Comments: _________________________________________________________________
________________________________________________________________________________________
________________________________________________________________________________________

Signature of First Observer _____________________________________________      Date ______________
Signature of Second Observer __________________________________________      Date ______________
☐ Concur      ☐ I do not concur; my comments are attached
Instructor's Signature ____________________________________________________      Date ______________

Date of Conference _____________________      Place of Conference ________________________________
☐ Concur      ☐ I do not concur; my comments are attached

Signature of Dean ____________________________________________________      Date ______________
Reappointment Recommendation
Divisional Dean
Name: ____________________________    Date: ____________
Comments: (attached additional pages as necessary)
Recommended: ☐ Yes  ☐ No
Dean's Signature: ____________________________
Faculty Member: ☐ I Concur  ☐ I don’t concur
Comments: (attached additional pages as necessary)
______________________________________________________________________
______________________________________________________________________
______________________________________________________________________
______________________________________________________________________
______________________________________________________________________
Faculty Member’s Signature: ____________________________

Vice President of Academic Affairs
Name: ____________________________    Date: ____________
Recommended: ☐ Yes  ☐ No
Comments: (attached additional pages as necessary)
______________________________________________________________________
______________________________________________________________________
______________________________________________________________________
______________________________________________________________________
______________________________________________________________________
VPAA’s Signature: ____________________________

President
Name: ____________________________    Date: ____________
Recommended: ☐ Yes  ☐ No
Comments: (attached additional pages as necessary)
______________________________________________________________________
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______________________________________________________________________
President’s Signature: ____________________________
New Faculty Orientation Attendance

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<thead>
<tr>
<th>Month</th>
<th>Attended</th>
<th>Excused</th>
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<td>September</td>
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<td>October</td>
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<td>February</td>
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<td>April</td>
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</table>

**January:**
Faculty Development Chair Signature: ____________________________
Date: ____________________________
Comments: __________________________________________________
_________________________________________________________________
_________________________________________________________________
_________________________________________________________________
_________________________________________________________________

**June:**
Faculty Development Chair Signature: ____________________________
Date: ____________________________
Comments: __________________________________________________
_________________________________________________________________
_________________________________________________________________
_________________________________________________________________
Mentor Preference

Your mentor will guide and advocate for you throughout the remainder of your tenure process. Between July 1 and July 15 your dean, the chair of faculty development and the first year orientation chair will match mentors with candidates. Not everyone will receive their first choice and some determinations will be made by the committee as to best fit.

Using the Eligible Mentor List, distributed no later than May 30, indicate your top three choices, in preferential order. Return the completed form to the chair of faculty development by June 30.

Name: ________________________________________________________________

Choice 1: ______________________________________________________________
Choice 2: ______________________________________________________________
Choice 3: ______________________________________________________________

Faculty Development Chair Signature: ______________________________________

Date Received: ____________________________________________________________
**Mentor Commitment Form**

Thank you for your willingness to work with a new faculty member and guide him or her through the tenure process.

Mentors are obligated to work with their mentees throughout their second, third, fourth and beginning of their fifth year of the tenure process. Three meetings between the candidate, dean and mentor are required per year. Faculty mentors will be released from 14 hours of academic advising per year for the duration of their mentoring commitment.

_I understand that I am expected to assist my mentee for duration of 3.5 years, and if at any time I am not able to fulfill this obligation, I must notify my mentee, the mentee's dean, and the chair of faculty development in writing._

Name: _________________________________________________________________

Signature: _____________________________________________________________

Date mentor training was completed: _______________________________________

Send completed form to the Faculty Development Chair
Mentor Endorsement

Faculty Member: ________________________________________________________
Mentor: _______________________________________________________________
Date: __________________________________________________________________

Describe the positive qualities of your mentee: (limit to 250 words) _______________
______________________________________________________________________
______________________________________________________________________
______________________________________________________________________
______________________________________________________________________

Describe how your mentee has grown over the past 4 years: (limit to 250 words) __
______________________________________________________________________
______________________________________________________________________
______________________________________________________________________

List or describe the contribution(s) and expertise your mentee will make to Bergen
Community College. (limit to 250 words) _____________________________________
______________________________________________________________________
______________________________________________________________________
______________________________________________________________________
______________________________________________________________________

Signature: ______________________________________________________________
End-of-Year Reflection
Briefly reflect upon on your practice. Reflections should examine your personal strengths and weaknesses and areas for improvements. In your reflection address both your student's needs and professional needs. Limit your reflection to one page.
Core Competency Goal Planning

Candidate’s Name: _______________________________________________________

Dean: _________________________________________________________________

Mentor: _______________________________________________________________

Date Received: __________________________________________________________

Dean’s Signature: _______________________________________________________

1. Identify at least the core competencies you would like to address and how you will address them in the coming year. Note: All four core competencies must be addressed for 4th year reappointment.

2. It is suggested that the selection core competencies for improvement is based on your end of the year reflection from the previous academic year.

<table>
<thead>
<tr>
<th>Core Competency</th>
<th>Commitment</th>
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</table>

Bergen Core Competencies

Competency 1 – Effective Teaching
Competency 2 - Professional Commitment
Competency 3 – Assessment
Competency 4 – Institutional and Community Engagement
September Meeting Comments

Candidate’s Name: _______________________________________________________

Date: __________________________________________________________________

Mentor: _______________________________________________________________

Meeting Date: __________________________________________________________

Core Competency Comments: _____________________________________________
______________________________________________________________________
______________________________________________________________________
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______________________________________________________________________

End of Year Reflection Comments: ______________________________________
______________________________________________________________________
______________________________________________________________________
______________________________________________________________________
______________________________________________________________________
______________________________________________________________________

Submission Date: _______________________________________________________

Dean’s Signature: ___________________________________________________________________________

Faculty Member’s Signature: __________________________________________________________________

Mentor’s Signature: _________________________________________________________________________
**Progress Report for Core Competency Goals**

Name: _________________________________________________________________

Dean: _________________________________________________________________

Mentor: _______________________________________________________________

Date Received: __________________________________________________________

Dean’s Signature: ________________________________________________________

---

*The Competency Improvement section that follows is designed to help you show progress in the Core Competencies of a Bergen Educator. Please document your progress with appendices as appropriate. Add sections if work is being done on more than two competencies.*

<table>
<thead>
<tr>
<th>Competency 1</th>
<th>In a brief paragraph, identify your plan and progress.</th>
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<tbody>
<tr>
<td><strong>Core Competency 1</strong></td>
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<tr>
<td>Competency 1:</td>
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</table>

<table>
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<tr>
<th>Competency 2</th>
<th>In a brief paragraph, identify your plan and progress.</th>
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<tbody>
<tr>
<td><strong>Core Competency 2</strong></td>
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<td>Competency 2:</td>
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</table>
The Philosophy of Teaching describes how you conduct your professional practice and why. It should overtly influence your course resources, such as syllabi, policies, and daily lessons, and it should be unique to you and your discipline. More specifically, the philosophy provides concrete examples reflecting your role (instructor, librarian, or counselor), the role of your students, your instructional strategies and your assessment methods. Limit your Philosophy of Teaching statement to 600 words.
**Record of Education & Professional Activities**

Year Two candidates will include activities from Year One and Year Two.
Year Five candidates will include all activities from Year One through Year Five.

1. **Academic Accomplishments – Credit Bearing Courses and Degrees**
   Corroborating transcripts and other valid evidence must be forwarded to appropriate dean by the institutions involved. Such evidence must accompany this application. In addition, a letter from an appropriate College official certifying that the courses and/or degrees have been completed must be forwarded to the dean. If transcripts are not yet available please provide an unofficial transcript until the course is complete and the corroborating official transcript become available.

*Refers to courses taken.*

<table>
<thead>
<tr>
<th>Name of Course</th>
<th>Field of Specialization</th>
<th>Institution</th>
<th>Semester Hours of Credit*</th>
<th>Semester and Dates Taken or Confirmed</th>
<th>Credit Towards*</th>
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<tbody>
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</table>
2. Please list all professional development and continuing education courses taken. List in reverse order, most recent first.

<table>
<thead>
<tr>
<th>Name of Course</th>
<th>Field of Specialization</th>
<th>Institution</th>
<th>Professional or Continuing Education Credits*</th>
<th>Date</th>
<th>Requirement for Certification or Licensure*</th>
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<td>Yes</td>
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<td>No</td>
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</table>

C. Please list all BCC sponsored professional development activities. List in reverse order, most recent first.

<table>
<thead>
<tr>
<th>Name of Course</th>
<th>Field of Specialization</th>
<th>Duration</th>
<th>Date</th>
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</table>
Dean’s Evaluation of Progress

Candidate’s Name: _______________________________________________________

Reappointment Year: □ 2nd □ 3rd □ 4th

Date: __________________________________________________________________

Mentor: _______________________________________________________________

Dean: _________________________________________________________________

Meeting Date: __________________________________________________________

Submission Date: _________________________________________________________

This form works in conjunction with the candidate’s yearly submissions. The candidate’s dean will meet with the candidate and their mentor to discuss the contents of the reappointment package and offer feedback.

<table>
<thead>
<tr>
<th>Documentation of Progress</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>End of the Year Reflection</td>
<td>To assist the candidate in clarifying and refining each section, the feedback should be specific and concrete. Has the candidate made strides in the following areas?</td>
</tr>
<tr>
<td>Core Competency 1 Progress</td>
<td></td>
</tr>
<tr>
<td>Core Competency 2 Progress</td>
<td></td>
</tr>
<tr>
<td>RBPD Progress (Years 3 and 4 only)</td>
<td></td>
</tr>
</tbody>
</table>

Additional Meeting Notes:

Dean’s Signature: _______________________________________________________

Candidate’s Signature: __________________________________________________

☐ I concur    ☐ I don’t concur (attach comments)

Mentor’s Signature: ____________________________________________________

Date: _________________________________________________________________
Research-Based Professional Development Planning

In year 2 you will plan for your RBPD. RBPD is a four semester commitment to improving your practice through inquiry in a systematic manner. Your approach will vary according to the context of your study, your beliefs and the strategies you employ.

The purpose of this research is to seek ways to transform quality of teaching and teaching related activities, thereby enhancing student learning. Your research will be participatory and collaborative while employing reflection and problem-solving.

Collaboration and consultation with colleagues is encouraged to help design and carry out investigations. Collaborative projects with colleagues are also encouraged. Your dean, department chair, mentor and the larger BCC community will support and encourage you through this process of theorizing, questioning, collecting and analyzing data and then sharing your results and the implementation of those results. RBPD will not only inform your personal professional development, but it can influence curriculum, program and policy development through informed action. Faculty currently immersed in other research may apply for an exception to do an alternate project. Requests for alternate projects must be made in writing to the Vice President of Academic Affairs and the Divisional Dean no later than the First Friday in March of the faculty member’s second year on the tenure track.

As you consider the possibilities for your RBPD project consider the professional opportunities this process affords you to gain knowledge and skills through and to become critical and reflective about your practice. Your RBPD questions should emanate from areas you see as problematic or that are discrepancies between what is intended and what occurs.

Support will be available during the duration of your project.
Research-Based Professional Development Project Plan Template
Use this template as both a guide and a worksheet to organize your Research Based Professional Development Research Project. Completing each section will move you through the steps design and then implement an RBPD project in your practice. Instructions are provided in the Year 2 and Year 3 Handbooks.

Faculty’s Name: _________________________________________________________
Dean’s Name: __________________________________________________________
Mentor: _______________________________________________________________

Part 1
Project Information
Name of Initiative, Grant, and Special Project, if applicable: ____________________
______________________________________________________________________
Name of Project: ________________________________________________________
Discipline: _____________________________________________________________
Course Title and Number, if applicable: _____________________________________
______________________________________________________________________

Project Goal
Abstract (limit to 150 words): _____________________________________________
______________________________________________________________________
______________________________________________________________________
Research Question: _____________________________________________________

Preparation – Background
Background from multiple perspectives (student, colleague, expert, self: limit each statement to 150 words): ____________________________________________
______________________________________________________________________
______________________________________________________________________
Methods and Assessment Plan (1,000 word limit): ____________________________
______________________________________________________________________

Organization – Address the following
• Student Learning Outcome(s) Statement, if applicable:
• Performance Indicators for each Student Learning Outcome:
• Teaching, counseling, or librarianship strategies:
• Assessment Methods:
Research-Based Professional Development Approval

Name: ________________________________________________________________
Date: _________________________________________________________________
Mentor: _______________________________________________________________
Dean: _________________________________________________________________

Abstract Approved: □ Yes □ No
Comments: ____________________________________________________________
______________________________________________________________________
______________________________________________________________________

Research Question Approved: □ Yes □ No
Comments: ____________________________________________________________
______________________________________________________________________
______________________________________________________________________

Background Perspectives Approved: □ Yes □ No
Comments: ____________________________________________________________
______________________________________________________________________
______________________________________________________________________

Methods & Assessment Approved: □ Yes □ No
Comments: ____________________________________________________________
______________________________________________________________________
______________________________________________________________________

Suggested Modifications: ________________________________________________
______________________________________________________________________
______________________________________________________________________
______________________________________________________________________

Resubmit By: ___________________________________________________________
Dean’s Signature: _______________________________________________________
Faculty Member’s Signature: ______________________________________________
Mentor’s Signature: _____________________________________________________
Date: _________________________________________________________________
Interim Research-Based Professional Development Progress Report

Name: ________________________________________________________________
Date: _________________________________________________________________
Mentor: _______________________________________________________________
Dean: _________________________________________________________________

Summarize (250 word maximum) progress on your RBPD project:________________________
____________________________________________________________________
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Modifications to the project: ________________________________
____________________________________________________________________
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Additional support requested: ________________________________
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____________________________________________________________________
Research-Based Professional Development Project Plan Template – part 2

Part 2

Name: ________________________________________________________________

Date: _________________________________________________________________

Mentor: _______________________________________________________________

Dean: _________________________________________________________________

Interim Results

Results (limit to 300 words): ____________________________________________
______________________________________________________________________
______________________________________________________________________

Interpretation of Results (limit to 300 words): ______________________________
______________________________________________________________________
______________________________________________________________________

Reflection

Reflection on the Research Based Professional Development Project (limit to 300 words):
______________________________________________________________________
______________________________________________________________________

Modifications based on Results (limit narrative to 300 words, no limit on appendices):
______________________________________________________________________

Research Question
1. Methods and Assessment Plan
2. Student Learning Outcome(s)
3. Performance Indicator(s) for each Student Learning Outcome
4. Teaching, counseling or librarianship strategies
5. Assessment Method(s)

Dissemination & Collaboration

If collaboration took place note when and how: ______________________________
______________________________________________________________________

If dissemination of preliminary results took place note when and how: __________
______________________________________________________________________

Dean’s comments: _____________________________________________________

______________________________________________________________________
Research Based Professional Development Project Plan Template – part 3

Part 3

Name: ________________________________________________________________
Date: _________________________________________________________________
Mentor: _______________________________________________________________
Dean: _________________________________________________________________

Final Abstract (limit to 200 words):
____________________________________________________________________
____________________________________________________________________
____________________________________________________________________

Modifications to the project (only record a response in the applicable areas, no one area should have a statement over 300 words):
1. Research Question
2. Methods and Assessment Plan
3. Student Learning Outcome(s)
4. Performance Indicator(s) for Student Learning Outcome
5. Teaching, counseling or librarianship strategies
6. Assessment Method(s)

Significant Results
1. Project Results (limit to 500 words):
2. Interpretation of Results (limit to 500 words):

Reflection
1. Reflection on the entire Research Based Professional Development Project (limit to 300 words):
2. Modifications based on the results (limit narrative to 300 words, no limit on appendices):

Dissemination and Collaboration
1. Dissemination Actions (limit to 150 words):
2. Collaborative Actions (limit to 150 words):
Research Based Professional Development Completion Form

Faculty Name: _________________________________________________________

Date: _________________________________________________________________

Mentor: _______________________________________________________________

Department Chair: ______________________________________________________

Dean: _________________________________________________________________

Project Goal was achieved? □ Yes □ No

Comments: ____________________________________________________________
______________________________________________________________________
______________________________________________________________________
______________________________________________________________________

Modifications:
Implemented when appropriate: □ Yes □ No

Comments: ____________________________________________________________
______________________________________________________________________
______________________________________________________________________

Results:

Comments: ____________________________________________________________
______________________________________________________________________
______________________________________________________________________

Dissemination:

Comments: ____________________________________________________________
______________________________________________________________________
______________________________________________________________________

Dean Signature: ________________________________________________________

Faculty Member: _________________________________________________________

Mentor: _______________________________________________________________

Date: _________________________________________________________________
Tenure Review Committee

The tenure process has two concurrent components. One component, the successful completion of the Research Based Professional Development Project, is a prerequisite to be eligible for consideration for tenure by the Tenure Review Committee. This component is formative and developmental and is supervised by the candidate’s dean and is supported by Faculty Development. The other component is the assessment of the candidate’s ongoing professional practice and is supervised by the candidate’s dean with confirmation of satisfaction from the Vice President of Academic Affairs and the President.

Over the course of the pre-tenure period, candidates receive periodic feedback from their dean on their progress towards completing their Research Based Professional Development and yearly professional performance and growth. Both of these components culminate in the fifth year evaluation by the Tenure Review Committee (TRC), followed by an appropriate recommendation submitted to the candidate’s dean.

The TRC is formed in the following manner and will consist of three (3) members:
1. The full-time tenure and tenure-track faculty from each division will elect one (1) tenured faculty member annually to serve in an advisory role to the dean in making the year’s tenure recommendations.
2. The dean will appoint two (2) tenured faculty members to serve annually in an advisory role to the dean in making the year’s tenure recommendations.
3. The dean will make the year’s appointments before the election is conducted in the division.

The TRC participates in a summative assessment of the eligible candidate’s pre-tenure documentation and provides written remarks and summaries to be consulted by the dean in making their recommendation. The TRC’s primary role is to holistically review information relative to the candidate’s professional work and not give unbalanced weight to one individual artifact or performance record. The TRC does not re-evaluate the Research Based Professional Development project.
Appendix A

The Essential Learning Outcomes (LEAP) - Beginning in school, and continuing at successively higher levels across their college studies, students should prepare for twenty-first-century challenges by gaining:

Knowledge of Human Cultures and the Physical and Natural World
• Through study in the sciences and mathematics, social sciences, humanities, histories, languages, and the arts and focused by engagement with big questions, both contemporary and enduring

Intellectual and Practical Skills, including
• Inquiry and analysis
• Critical and creative thinking
• Written and oral communication
• Quantitative literacy
• Information literacy
• Teamwork and problem solving

Practiced extensively, across the curriculum, in the context of progressively more challenging problems, projects, and standards for performance

Personal and Social Responsibility, including
• Civic knowledge and engagement—local and global
• Intercultural knowledge and competence
• Ethical reasoning and action
• Foundations and skills for lifelong learning

Anchored through active involvement with diverse communities and real-world challenges

Integrative and Applied Learning, including
• Synthesis and advanced accomplishment across general and specialized studies

Demonstrated through the application of knowledge, skills, and responsibilities to new settings and complex problems