**BY-LAWS:**

**Legal Information Center**

This document represents the by-laws for the subject department, as adopted by a vote of the eligible faculty, and with the approval of the Dean of University Libraries on July 15, 2020.

Note: Although the University makes important distinctions between in-unit and out-of-unit faculty in its policies and procedures, to the extent practicable and permissible, the following are intended to apply consistently to faculty in the University Libraries regardless of unit status.

## **I. Faculty Ranks**

**Purpose of the Ranks**Faculty in the University Libraries are assigned to tenure track, non-tenure track or "time-limited" appointments. Appointments are not time-limited unless documented at the time of the initial appointment.

The academic ranks provide a fair and objective structure for recognizing levels of professional responsibilities, complexity of assignments and implemented library programs, and quality service, scholarship, and professional accomplishments. The number of years of experience required for appointment at a particular rank reflects the time typically needed to attain the level of knowledge and professional development expected of faculty in that rank.

Faculty in the Libraries may be assigned administrative duties, with applicable modifiers (e.g., Chair). This type of assignment does not affect the person’s faculty rank or underlying appointment. If a tenured faculty member is appointed to an administrative assignment, they retain tenure and rank in their tenure home.

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### **Faculty Tenured Ranks**

Tenure-accruing faculty are appointed to or promoted to three ranks: Assistant University Librarian, Associate University Librarian, or University Librarian. Appointment to these ranks is tenure-accruing. For appointment or promotion to a higher rank, the candidate must provide a documented record of distinction, including demonstration of professional expertise, innovation, mature judgment, and creativity in a particular area of expertise.

### **Non-Tenure Accruing Professional Ranks**

Non-Tenure accruing faculty are appointed to or promoted to three ranks: Assistant-In Libraries, Associate-In Libraries, or Senior Associate-In Libraries. For appointment or promotion to the higher ranks, the candidate must provide a documented record of distinction in performance including demonstration of professional expertise, innovation, mature judgment, and creativity in a particular area of expertise.

# **II. Tenure and/or Promotion**

The following criteria are used for the conferral of tenure and promotion to higher ranks.

1. Professional Responsibility and Working Relationships
2. Research, Scholarship and Creative Activity
3. Service to the Libraries, the University, the State and the Profession

In order to gain tenure or promotion, faculty must achieve recognized distinction in the first criterion, Professional Responsibility and Working Relationships. As research is considered an essential function of faculty at the University of Florida, distinction must also be achieved in the second criterion, Research, Scholarship and Creative Activity. In the third criterion, Service to the Libraries, the University, the State and the Profession, a commitment to professional service activities must be demonstrated through active participation, and for higher ranks, through a record of substantial contributions, including leadership.

Distinction in the Libraries is demonstrated by sustained and high-quality performance and achievements, as compared with external peers of the same rank and field, as well as activities that have resulted in national or international recognition for excellence. Factors indicating distinction are described for each of the criteria for tenure and promotion.

The foundation of any judgment regarding a faculty member’s qualifications for tenure or promotion is their performance of professional responsibility and maintenance of flexible and effective working relationships with library personnel, academic faculty, and library users, along with research, scholarship and creative activity and professional service activities. Internal and external reviewers will look for evidence of the quality, as well as the quantity, of work performed by the faculty member and the effectiveness of their working relationships, and measure this against their experience with others at a similar rank at UF or other major research institutions. Reviewers also will look for documented evidence of commitment to and accomplishment in research, scholarship and creative activity. Important considerations include documented activities demonstrating that the nominee has developed a broad understanding of the field, acquired expertise in the field, and demonstrated intellectual development and contributions beyond those called forth by routine daily assignments. Faculty are expected to earn recognition from peers nationally or internationally for their research, scholarship contributions and creative activities in their areas of expertise. Research, scholarship and creative activity relevant to the faculty member’s assignment will be considered. Faculty also are expected to provide service to the Libraries, the University, the State and the profession through active participation, substantial contribution, and/or impactful leadership. Internal reviewers will evaluate the nominee’s potential to continue to be a creative and contributing member of the University community. Faculty are expected, when moving from a lower rank to a higher one, to demonstrate accomplishments and expertise commensurate with the higher rank.

The annual evaluation process, which builds on the annual assignment and goals, provides guidance regarding the level of job performance and kinds of professional and scholarly activity that demonstrate professional maturation as a faculty member. Thus, the tenure and promotion process can be seen as a natural extension of the annual assignment and evaluation process.

## II. A. Tenure Definition and Description

Tenure is a status granted by the Board of Trustees and it assures the faculty member immunity from reprisals or threats due to an intellectual position or belief which may be unpopular.

Tenure is a "more critical action" than promotion because it is evidence of a firm and enduring commitment by the university to the individual. The distinctive characteristic of tenure is permanent employment status. The permanent nature of the employment is conditional, however, not absolute. The guarantee of annual contract renewal depends on the availability of funds to honor the commitment. A faculty member who is granted tenure has the status of a "permanent member of the faculty," and may remain in the employ of the university until they

* Voluntarily resign
* Retire
* Are removed for just cause
* Are subject to a layoff

The characteristics of the tenure decision are similar to those of the promotion decision. The same criteria are used to evaluate a candidate’s qualifications. Both the tenure decision and the promotion decision represent an evaluation on the part of the university of the faculty member’s value to the university and of the potential for future contributions based on past performance. Both decisions require that in addition to performing assigned responsibilities, candidates effectively fulfill all responsibilities attendant to membership in the university community and that candidates understand the concepts of academic freedom and academic responsibility.

Normally a faculty member should not be granted tenure without promotion to the rank of Associate University Librarian or higher. Only rarely and in the case of special circumstances should tenure be granted without this concurrent promotion. As a corollary, the award of promotion without concurrent or prior award of tenure should occur rarely. Internal reviews for tenure, like the department vote, are always separate and distinct from reviews for promotion.

Although it is not standard practice, tenure may be granted at the initial appointment, if the faculty member is being appointed at the rank of University Librarian.

## II. B. Determination of the Tenure Year

Tenure accruing faculty members shall either be recommended for tenure or given notice of non-renewal from the tenure earning position by the end of the seventh year of continuous full-time or equivalent part-time service. A faculty member may request earlier consideration with the concurrence of the appropriate administrator. Some circumstances (e.g. childbirth) allow for the possibility of an extension.

## II. C. Criteria for Tenure and/or Promotion

### II. C. 1. First Criterion:  Professional Responsibility and Working Relationships

**Standard: Nominees must achieve distinction in this criterion.**

Reviewers will look for evidence that the nominee has mastered their job, performs it effectively, and is committed to the University’s mission. The Libraries consider Working Relationships inseparable from Professional Responsibility in the evaluation of applicants for tenure and promotion. Sound working relationships are integral to effective job performance, and candidates must have excellent interpersonal interactions to achieve distinction in their professional responsibilities. Candidates for tenure who do not demonstrate that they have mastered their professional responsibilities effectively will not be recommended for tenure, even if their interpersonal skills and working relationships are excellent. The inverse also is true; candidates who do not have good working relationships are not performing with distinction, no matter how effectively they fulfill their professional responsibilities.

**Tenure and/or Promotion to Associate University Librarian:**

Distinction in Professional Responsibility and Working Relationships includes the mastery of job responsibilities, a consistent record of effectively fulfilling assigned responsibilities, establishing excellent working relationships, and a demonstrated commitment to the Libraries and the University. Packet materials should show evidence of internal and external recognition of excellence in job performance and in area(s) of expertise, as well as a potential for continued growth.

**Promotion to University Librarian:**

Distinction in Professional Responsibility and Working Relationships includes demonstration of a mature and sustained record of excellence in effectively fulfilling assigned responsibilities, maintaining excellent working relationships, and a demonstrated commitment to the Libraries and the University. Packet materials will provide substantial evidence of internal and external recognition for continuous excellence, particularly in well-defined area(s) of expertise.

Associate University Librarians or University Librarians only seeking tenure must show evidence of sustained activity at the levels described for their current rank and potential for continued growth.

**Indicators**

The following may be indicators of distinction for Professional Responsibility and Working Relationships.

##### Mastery of job responsibilities

* Delivers excellent services, products or other contributions that advance the mission and goals of the Libraries and the University
* Analyzes, proposes or implements changes in policies, programs or products that foster the University’s goals of education, research, and service
* Develops strong relationships, maintains regular communication, collaborates and otherwise engages with faculty, staff and students in academic units as appropriate
* Demonstrates effective decision making skills and exercises independent judgment commensurate with the nominee’s rank and position responsibilities
* Undertakes activities that promote and facilitate discovery, scholarship and the creation of new knowledge by members of the UF community and other researchers
* Maintains and demonstrates high personal standards for the quality of performance

##### Effectiveness at fulfilling responsibilities

#### Completes assignments and activities with a high level of effectiveness and efficiency

#### Regularly creates products or completes projects that result in increasing effectiveness of services or products

* Creates projects, publications or reports that change practice or are cited or adopted by other libraries and librarians
* Contributes significantly to internal or external grant activities
* Creates and maintains instructional aids, library guides, resource descriptions, or other online content facilitating education and research
* Delivers exceptional instruction in classrooms, presentations and other settings
* Produces high quality metadata to ensure resource discovery and facilitate access
* Promotes collaboration at all levels: interdepartmental, interdivisional, institutional, and interagency
* Develops state, regional, national or international services or products
* Shows initiative and creativity in improving service to users and in developing programs and/or products
* Competently manages resources and personnel in fulfilling responsibilities

##### Commitment to University, Libraries, research librarianship

* Effectively plans or problem solves to develop new or improve services, products, projects or programs
* Contributes significantly to improving the quality, efficiency and/or performance of the Libraries and other units of the University in a manner that successfully supports the mission and goals of the unit(s)
* Develops and/or teaches relevant sessions in academic courses or credit courses or components of such a course
* Consistently demonstrates integrity in dealing with the organization and with colleagues
* Demonstrates accomplishment in including individuals of diverse backgrounds, experiences, races, ethnicities, genders, and perspectives in research, teaching, service and other work

##### Development of good working relationships

* Treats others with understanding, dignity and respect and acknowledges team members’ contributions
* Encourages colleagues to participate in decisions that affect the workplace and gives serious consideration to their suggestions when proffered
* Shows respect for colleagues’ time and other commitments
* Regularly volunteers when colleagues or units require additional help
* Responds promptly and thoroughly to requests and questions from internal and external customers
* Communicates instructions, expectations, requests and suggestions with sufficient detail
* Collaborates well and works toward consensus with individuals, in teams and on committees

### II. C. 2. Second Criterion: Research, Scholarship and Creative Activity

**Standard:**  **Research, scholarship and creative activities are considered essential functions of faculty at the University of Florida, and nominees must achieve distinction in this criterion.**

Reviewers will look for documented evidence of commitment to and accomplishment in research, scholarship and creative activity. Important considerations include activities demonstrating that the nominee has developed a broad understanding of the field, acquired expertise in the field, and demonstrated intellectual development and contributions beyond those called forth by routine daily assignments. Faculty must produce evidence of scholarly work that has been published in refereed journals, monographs, edited works or other publications of comparable quality. Faculty are expected to earn recognition from peers nationally or internationally for their research, scholarship contributions and creative activities in their areas of expertise. Research, scholarship and creative activity relevant to the faculty member’s assignment will be considered. Reviewers will use the documentation to evaluate the nominee’s potential to continue to be a creative and contributing member of the University community.

**Tenure and/or Promotion to Associate University Librarian:**

Distinction in Research, Scholarship and Creative Activity includes the development of a well-defined research program and a consistent record of scholarly and creative activity. Packet materials should show evidence that the candidate has developed an emerging national and/or international reputation in area(s) of expertise and a potential for continued growth and scholarly activity.

**Promotion to University Librarian:**

Distinction in Research, Scholarship and Creative Activity includes demonstration of a mature and sustained record of scholarly and creative achievement. Packet materials will indicate well-defined area(s) of expertise and provide substantial evidence of national/international recognition for excellence.

Associate University Librarians or University Librarians seeking tenure only must show evidence of sustained activity at the levels described for their current rank, and potential for continued growth.

**Indicators**

The following are examples of research, scholarship and creative activities that may be indicators of distinction:

* Peer reviewed articles, systematic reviews or meta-analyses in leading journals, or nonrefereed publications that are influential or pioneering
* Papers and/or abstracts published in conference proceedings
* Scholarship such as authored or edited monographs, chapters in books, SPEC Kits, white papers, or technical reports
* Participation in grant-funded projects, interdisciplinary research teams, or other types of research funding
* Digital scholarship, publicly engaged scholarship, and/or collaborative scholarship activities, particularly those resulting in peer-reviewed products
* Exhibitions associated with library collections
* Editorial activity on behalf of scholarly journals and other publications
* Papers, lectures, speeches, workshops, demonstrations, or posters presented at conferences, professional meetings, symposia, or workshops
* Participation in professional conferences as a session moderator, panelist, or program developer
* Recognition or awards related to research, scholarship and creative activity
* Standards, best practices and technical documents representing creative, innovative, and research-based activities and disseminated in formats that have the most impact on their intended audiences
* Library documents, websites, blogs, videos, educational modules, and other works which are typically disseminated widely and represent significant research, scholarly analysis, interpretation and/or creativity
* Development of original techniques or technologies (e.g., software, web applications, etc.)

Additionally, the following factors will be considered when assessing impact of research, scholarship and creative activity:

Publications: contribution, originality and relevance of research; role (lead, sole author, contributor); quality of journal; quality of article; quality of monograph; times cited; awards for publication; sustained productivity; importance of conference (proceedings); geographic impact (international, national, regional, and state); invitations to publish; etc.

Presentations: invitations to present; keynote; contribution; workshop; highlighted session; geographic impact (international, national, regional, and state); etc.

Research funding: source (external/internal, public/private); amount; contribution/role (PI, Co-PI, Investigator, etc.); innovation; impact of work; new or strengthened partnerships; geographic impact; invitations to collaborate; etc.

### II. C. 3. Third Criterion: Service to the Libraries, the University, the State, and the Profession

**Standard: Faculty must demonstrate strong performance in this criterion, appropriate to their rank.**

Active participation, substantial contribution, and demonstrated leadership are valued in service to the Libraries, the University, the State, and the Profession and should be fully documented through an individual faculty member’s annual activity report. Strong service enhances the reputation of the Libraries and creates bridges to entities and individuals outside the Libraries. While faculty are expected to engage in service activities throughout their career, in most cases tenure-track faculty, particularly those at the Assistant University Librarian rank, are encouraged to develop first as librarians and scholars and to postpone substantial service activities until after establishment of a distinctive professional and scholarly record. At higher ranks, faculty are expected to provide significant and impactful contributions (e.g., serving in leadership positions). Ideally, service activities should be related to the nominee’s professional responsibilities and/or research, scholarship and creative activity. Reviewers will evaluate the nominee’s potential to continue to be a contributing member of the University and professional community. Packets should provide evidence of a sustained commitment to service, as well as a progression in the level of activity and potential for meaningful impact.

**Tenure and/or Promotion to Associate University Librarian:**

* Strong performance in this criterion includes the development of a consistent record of service activities, including participation on committees and engagement with professional organizations. Packet materials should show evidence of emerging internal and/or external recognition of impactful service contributions and a potential to continue as a contributing member of the University and professional community.
* Distinction in this criterion is demonstrated by a sustained commitment to service activities, particularly in leadership roles, that have greatly impacted the Libraries, the University, the State, and the Profession. Packet materials should show evidence of internal and external recognition of service contributions and document the candidate’s significant contributions as a member of the University and professional community.

**Promotion to University Librarian:**

* Strong performance in this criterion includes demonstration of a mature and sustained record of service, particularly in leadership roles and/or impactful activities. Packet materials will provide substantial evidence of recognition of excellence at local, state, national and/or international levels.
* Distinction in this criterion is demonstrated by a sustained commitment to service activities in leadership roles that have significantly impacted the University and professional communities. Packet materials will provide substantial evidence of recognition of exceptional service at local, state, national and/or international levels.

Associate University Librarians or University Librarians seeking tenure only must show evidence of sustained service activity at the levels described for their current rank.

**Indicators**

The following are examples of service that may be indicators of strong and/or distinctive service:

##### Service to the Libraries

* Participates on Library task forces or committees
* Fulfills a leadership role as an officer or committee member furthering the initiatives of the Library Faculty Assembly or other shared governance groups
* Regularly engages in discussion of Library strategic planning and goal setting
* Demonstrates involvement in library projects that are outside the area of professional responsibility

##### Service to the University

* Serves as member on University committees
* Teaches (or provides instructional assistance in) a credit-bearing course that is outside of assigned responsibilities
* Volunteers for University-wide programs that promote the mission of the library or the University
* Serves as a member on college or department committees
* Advises and/or serves on student groups

##### Service to the State

* Participates on State University Libraries (SUL) and Florida Virtual Campus (FLVC) committees
* Serves in leadership positions within relevant state level associations (e.g., Florida Library Association, Florida Health Sciences Library Association, Florida Bar Association)
* Participates as a leader or active member in relevant state level associations (Florida chapter of Association of College and Research Libraries (ACRL), Florida Historical Society)

##### Service to the Profession

* Participates on committees within regional, national or international library organizations or in organizations representing the professional expertise of the nominee
* Provides formal consultations or presentations at the invitation of entities outside the University
* Serves on review panels for granting agencies
* Serves as a reviewer for journals or other publications
* Serves in a leadership role in a regional, national or international library organization or in an organization representing the professional expertise of the nominee

## II. D. Tenure/Promotion Guidelines

The Libraries’ tenure and promotion process is governed by procedures which are derived from rules and regulations promulgated by the State of Florida, the University of Florida, and the United Faculty of Florida Union Collective Bargaining Agreement. These rules mandate the manner in which the tenure and promotion process is handled by the faculty member’s department and Tenure Home; the Libraries’ Tenure and Promotion Committee, the Dean of University Libraries, and higher administrative officials.

Tenured faculty should evaluate carefully the material submitted for each nominee, clarify matters that are not clear in the documentation, and determine whether the nominee meets the standards for tenure and/or promotion to the applicable rank. Confidentiality with respect to information regarding each candidate is expected. Violation of confidentiality will be considered a breach of the integrity of the process and may be treated as misconduct.

In instances where these by-laws and the above documents are not in agreement regarding specifics of the packet, the candidate and department chair (or equivalent) should rely on the university documents as authoritative. In instances where these by-laws and the above documents are not in agreement regarding the departmental or Libraries’ processes for reviewing the tenure and promotion application, the candidate and department chair (or equivalent) should rely on these by-laws. Any questions or concerns should be directed to Libraries’ Human Resources Office.

# III. Faculty Annual Performance Evaluation

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## III. A. Evaluative Performance Statements

The performance of faculty should be evaluated on each of the three criteria used for tenure and promotion:

1. Professional Responsibility and Working Relationships
2. Research, Scholarship and Creative Activity
3. Service to the Libraries, the University, the State, and the Profession

Using one of the rating levels below, every annual evaluation must include a statement at the end of each criterion section that describes the overall performance of that criterion. The evaluation should conclude with a statement that summarizes the overall performance, indicates the rating level of the overall performance using the rating levels below, and a statement on the faculty member’s progress towards tenure and/or promotion.

The annual evaluation is reviewed and approved by a second level supervisor before it is provided to the faculty member.

## III. A. 1. Rating Levels

It is expected that the performance evaluation rating of most faculty will be either **Successful** or **Excellent**. Any rating of **Exceptional** must be re­­viewed and approved by the Dean and Associate/Assistant Deans prior to providing the faculty member with their proposed written evaluation.

##### Successful

Faculty who consistently meet expectations incumbent upon their rank and as reflected in their annual goals and assignment will receive a letter of evaluation that contains a statement rating the performance as **successful.**

##### Excellent

Faculty who meet and frequently exceed expectations incumbent upon their rank and as reflected in their annual goals and assignment will receive a letter of evaluation that contains a statement rating the performance as **excellent**.

##### Exceptional

Any rating of **Exceptional** must be re­­viewed and approved by the Dean and Associate/Assistant Deans prior to providing the faculty member with their proposed written evaluation.

Faculty whose performance is at a very high level and who consistently and substantially exceed expectations incumbent upon their rank and as reflected in their annual goals and assignment, or who demonstrate unusual success in carrying out these responsibilities, will receive a letter of evaluation that contains a statement rating the performance as **exceptional**.

##### Needs Improvement

Faculty who do not consistently meet expectations incumbent upon their rank and as reflected in their annual goals and assignment, will receive a letter of evaluation that contains a statement rating the performance as **needing improvement.**

##### Unsatisfactory

Faculty who frequently fail to meet all or a significant portion of the performance expectations incumbent upon their rank and as reflected in their annual goals and assignments will receive a letter of evaluation that contains a statement rating the performance as *unsatisfactory*. Performance at this level warrants corrective actions.

Descriptions of performance meeting the standards for each of the Rating Levels are provided in Addendum I: [Evaluation Rating Level Definitions](http://cms.uflib.ufl.edu/Portals/cdh/docs/cdh_appendices/Evaluation_Level_Definitions.pdf). Addendum I is part of these by-laws.

Merit-based pay increases and other decisions are based on accomplishments as documented in a faculty member's performance evaluation. In order for all faculty to be considered equitably and competitively for these awards, it is critical that all evaluations be completed and submitted on or before the deadlines. A faculty member's failure to submit complete annual performance evaluation materials by the established deadline may result in a negative evaluation letter and denial of merit-based pay increase consideration. A supervisor's failure to complete evaluation letters by the established deadline may also result in a negative evaluation letter and denial of merit-based pay increase consideration for the supervisor.

**IV. Research Assignments**

Faculty may engage in research in pursuit of achievement in the area of Research, Scholarship and Creative Activity. Faculty are customarily provided 10% release time during a semester for these pursuits. Faculty members may request more than 10% research time. The faculty member and chair (or equivalent) will formalize a proposed agreement and outline their research intentions and product. This proposed agreement is subject to review by the appropriate Assistant/Associate Dean and the Dean of University Libraries.

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