

George A. Smathers Libraries
University of Florida
Career Development Handbook – Revised*

(Adopted by the Dean of University Libraries on 3/20/2017.)

- Incorporates "[Tenure and Promotion Task Force Recommended Changes to T&P Criteria](#)"

- Health Science Center Libraries
- Legal Information Center
- Marston Science Library
- Special and Area Studies Collections
- Technology and Support Services

*** Regarding Tenure and Promotion criteria:**

- Changes are effective one (1) year following adoption date.
- However, in the case of a tenure nomination for a faculty member who has at least three (3) years of tenure-earning credit as of the adoption date, the faculty member shall be evaluated under the tenure and promotion criteria as they existed prior to modification, unless prior to the commencement of the tenure or promotion consideration, the faculty member chooses to be evaluated under the revised criteria.
- Reference: [UF-UFF CBA, ARTICLE 19: TENURE AND PROMOTION](#)

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I. Academic Ranks and Appointments for Library Faculty

The University of Florida Libraries faculty hold positions that require the application of bibliographic theory, information technology, and/or librarianship principles to programs in collection management, bibliographic control, public service and access to information, and departmental management. Such positions are found in the George A. Smathers Libraries, the Health Sciences Center Libraries, and the UF Legal Information Center. Initial assignment is based on an analysis of the requirements of the position as described by the Chair/supervisor and reviewed by the appropriate Dean. In addition to the tenure-accruing ranks (Assistant University Librarian, Associate University Librarian and University Librarian) there are non-tenure accruing ranks (Assistant-In Libraries, Associate-In Libraries and Senior Associate-In Libraries). Both tenure and non-tenure accruing ranks may require the terminal degree in library and information science or other appropriate advanced degrees.

I. A. Faculty Ranks

Purpose of the Ranks

Faculty in the University Libraries are assigned to tenure track, non-tenure track or "time-limited" appointments.

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. Promotion to Associate University Librarian or University Librarian depends upon national recognition of the candidate's professional expertise.

Positions and Ranks

Library faculty hold an academic rank and are assigned to a position. In any tenure decision, it is important to remember the distinction between rank and position. Rank exists outside the consideration of position and measures individual achievement. Position is the work assignment within the University Libraries. Examples of positions include Clinical Research Librarian, Metadata Librarian, Reference Librarian and Anthropology Librarian. Graduate or professional degrees may be required for positions within a particular area of librarianship such as law, classics, etc.

Individuals are tenured at a particular rank in a given tenure home. For example, the position of Business Librarian may be held by a faculty member tenured at the rank of Associate or University Librarian in the Library West tenure home. Tenured and tenure-accruing faculty in the Libraries may be assigned administrative duties. This type of assignment does not affect the person's rank. If a tenured faculty member is appointed to an administrative assignment, they retain tenure and rank in their tenure home.

Section I. Academic Ranks and Appointments for Library Faculty

Each appointment or promotion is assessed individually based on the criteria and standards established for that rank and position. All faculty are expected to have a shared understanding of these criteria and standards.

I. A. 1. Library Faculty Tenured Ranks

Library faculty are appointed to or promoted to three ranks: Assistant, Associate or University Librarian. Appointment to these ranks is tenure-accruing. For appointment or promotion to the higher ranks, 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.

Assistant University Librarian - the beginning tenure-track rank

Minimum Qualifications

- A master's degree in Library Science from an American Library Association accredited institution and/or a minimum of a master's degree in a field related to the position (such as GIS, scholarly communication, life sciences, digital scholarship, assessment, law, data management, history, archives)
- Some positions may require linguistic skills and subject and technical competencies (such as life sciences, IT)
- Strong potential for meeting the requirements of tenure and promotion

Assignments

- Technical, bibliographic, public service or other functions relating to library operations
- Effective performance of professional work with only general direction
- Contribution to the development and implementation of procedures, policies and services
- Active participation in relevant local, state, regional, or national organizations
- Scholarly contributions to librarianship must be demonstrated at this level
- Establishment and maintenance of excellent collegial relationships

Associate University Librarian - the intermediate rank available to library faculty and the one most frequently awarded when tenure is granted.

Minimum Qualifications

- A master's degree in Library Science from an American Library Association accredited institution and/or a minimum of a master's degree in a field related to the position (such as GIS, scholarly communication, life sciences, digital scholarship, assessment, law, data management, history, archives)
- Some positions may require linguistic skills and subject and technical competencies (such as life sciences, IT)

Section I. Academic Ranks and Appointments for Library Faculty

- Specialized subject, bibliographic, technical or administrative knowledge, skills and abilities
- Evidence of scholarship and research
- Professional service demonstrating interest in issues impacting libraries
- Appointment at this rank with a minimum of eight years of professional experience after receiving the master's degree in Library Science or equivalent preparation in some combination of advanced subject degrees, scholarly work, and library experience
- Positions may require expert linguistic skills and subject competencies or technical knowledge.

Assignments

- Technical, bibliographic, public service, administrative tasks or other functions relating to library operations that require significant education and experience
- Application of analytic skills and experience to solve technical or operational problems with substantial library-wide implications
- Self-directed, effective performance of professional work
- Significant contribution to the development and implementation of procedures, policies and services
- Evidence of leadership in relevant local, state, regional, national and/or international organizations
- Impactful scholarly contributions to librarianship
- Establishment and maintenance of excellent collegial relationships

University Librarian - the highest available rank for librarians

Minimum Qualifications

- A master's degree in Library Science from an American Library Association accredited institution and/or a minimum of a master's degree in a field related to the position (such as GIS, scholarly communication, life sciences, digital scholarship, assessment, law, data management, history, archives)
- Some positions may require linguistic skills and subject and technical competencies (such as life sciences, IT)
- Specialized subject, bibliographic, technical or administrative knowledge, skills and abilities
- National reputation earned through scholarship and research
- Recognized leadership in professional organizations involved in issues impacting libraries

Section I. Academic Ranks and Appointments for Library Faculty

- Appointment at this rank with a minimum of eight years of professional experience after receiving the master's degree in Library Science or equivalent preparation in some combination of advanced subject degrees, scholarly work, and library experience
- Positions may require expert linguistic skills and subject competencies or technical knowledge

Assignments

- Faculty at this level often serve as the final authority for addressing highly complex technical or operational matters with substantial library-wide implications
- Collection management, public service, technical, administrative or other functions that require mastery and leadership in a specific field or area of scholarship
- Work is performed with great independence for the incumbent to set goals, identify the needed resources, and choose and evaluate methods of implementation
- Notable contributions to major library initiatives
- Decision-making frequently has wide-ranging implications and generally requires planning and organization skills, imagination and resourcefulness in problem-solving, and initiative in dealing with complex managerial and service matters
- Exemplary collaborative relationships within and external to the Libraries and the University
- Broad perspective of the profession, the Libraries and the University
- Recognized leadership in relevant local, state, regional, national and/or international organizations
- Impactful research and creative contributions to the discipline or scholarly community

I. A. 2. Non-Tenure Accruing Professional Ranks

Library faculty with the rank of Assistant-In, Associate-In or Senior Associate-In Libraries are so named at the time of appointment. For appointment/promotion to the higher rankings, 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. Appointment to these ranks is non-time limited and non-tenure accruing.

- **Assistant-In Libraries** is the entry level rank in this series. It is intended for persons whose duties require basic professional skills and techniques in a specialized area. Faculty in this rank are responsible for technical, service or other functions relating to library wide operations and performance. Faculty at this level carry out responsibilities within defined areas and under the guidance of a more senior faculty member. They use professional judgment in interpreting Library and University policies in planning and executing assigned tasks. Three years of employment as Assistant-In Libraries are required prior to promotion to the Associate-In Libraries rank.

Assignments may include solving library problems that require knowledge of human resources,

Section I. Academic Ranks and Appointments for Library Faculty

staff development, budget, systems programming and/or networking, media, exhibits, grants, etc. The principles of information science, analytical and interpretive skills, and specialization are required. The incumbent participates in and contributes to departmental planning and departmental implementation of policies, programs and services.

Minimum Qualifications: The incumbent shall have a master's degree in Library Science and/or a master's degree in an appropriate area of specialization. In some cases a bachelor's degree in an appropriate area of specialization and three years of related professional experience may be substituted. The equivalent training, experience and/or education in the area of bibliographic theory and practice as applied to highly specialized areas; e.g., archives, rare materials, and special collections may be acceptable.

- **Associate-In Libraries** is the second highest rank in this series. Duties at this rank require substantial knowledge and professional skills and techniques in a specialized area. Faculty in this rank are responsible for highly complex technical, service or other functions relating to library-wide operations and performance. Mature professional judgment, a broad perspective of the library and the university, and excellent analytic skills are required to work at this level. Decisions made at this rank frequently have wide-ranging implications and generally require skill in planning and organizing, imagination and resourcefulness in problem solving and initiative in dealing with long-range issues. The incumbent is expected to work with great independence such as setting goals and choosing methods of accomplishing them.

The scope of assignment at this level is broad. The incumbent often serves as the final authority for the responsibility assigned. Incumbents must demonstrate recognized mastery of a complex field or a major area of service expertise. Responsibility for planning, developing and implementing policies, programs and services of major library units is frequently assigned at this level; outstanding contributions to planning and development beyond the functional unit are expected. They are expected to excel at technical, bibliographic, public service or administrative tasks requiring maturity in terms of both knowledge and experience.

Minimum Qualifications: The incumbent shall have a master's degree in Library Science and/or a master's degree and three years of experience in an appropriate area of specialization. In some cases a bachelor's degree in an appropriate area of specialization and five years of related professional experience may be substituted. The equivalent training, experience and/or education in the area of bibliographic theory and practice as applied to highly specialized areas, e.g. archives, rare and special collections, etc. may be acceptable. Ordinarily, an appointment at the Associate-In level shall constitute promotion from the Assistant-In level.

- **Senior Associate-In** is the highest rank in this series. It is intended for persons whose duties require substantial knowledge and mastery of professional skills and techniques in a specialized area. Faculty in this rank are responsible for increasingly complex technical, service or other functions relating to library-wide operations and performance. Mature professional judgment, a broad perspective of the library and the university, and excellent analytic skills are required to work at this level. Decisions made at this rank frequently have wide-ranging implications and

Section I. Academic Ranks and Appointments for Library Faculty

generally require skill in planning and organizing, imagination and resourcefulness in problem solving and initiative in dealing with long-range issues. Work is performed with great independence for the incumbent to set goals and choose methods of accomplishments.

The scope of assignment at this level is broad; the incumbent often serves as the final authority for responsibility assigned. Incumbents must demonstrate recognized mastery of a complex field or a major area of service expertise. Responsibility for planning, developing and implementing policies, programs and services of major library units is frequently assigned at this level; outstanding contributions to planning and development beyond the functional unit are expected. With excellence, they perform technical, bibliographic, public service or administrative tasks requiring maturity in terms of both knowledge and experience.

Minimum Qualifications: The incumbent shall have a master's degree in Library Science and/or a master's degree in an appropriate area of specialization and five years of experience. In some cases a bachelor's degree in an appropriate area of specialization and seven years of related professional experience may be substituted. The equivalent training, experience and/or education in the area of bibliographic theory and practice as applied to highly specialized areas; e.g., archives, rare materials, and special collections, etc. may be acceptable. Ordinarily, an appointment at the Senior Associate-In level shall constitute promotion from the Associate-In level.

I. B. Appointments

I. B. 1. Tenure Track Appointments

The rank to which faculty are initially appointed is dependent upon qualifications and work experience. As a general rule,

Appointment to the Assistant University Librarian rank is based on the potential for achieving tenure

Appointment to the Associate University Librarian rank is based on solid achievement

Appointment to the University Librarian rank is based on national recognition

Search committees and supervisors apply the tenure and promotion criteria to the qualifications of candidates for library positions to ensure that appointments are made at appropriate ranks. Although librarians are not normally hired with tenure, appointments at the University Librarian rank may be tenure granted at the initial appointment.

Faculty members at the University of Florida have the option of applying for tenure when ready, i.e., the skills and achievement required for conferral of tenure are evident. However, they must request to be nominated for tenure no later than the beginning of the last year of the tenure probationary period. The tenure probationary period for the University Libraries is seven years.

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I. B. 2. Special Appointments

I.B.2.a. Time-Limited Appointments

A time-limited appointment is generally no longer than a year, does not carry eligibility for tenure/permanent status during the duration of the appointment, and implies no continuing contractual relationship with the University. Other qualifiers exist for faculty appointments that are not listed here (consult the [University Regulations](#) for additional details).

- **Provisional**

Faculty are designated as ‘provisional’ when they do not have the qualifications for an academic position but are expected to acquire the qualifications in a short period of time.

- **Visiting**

Faculty are designated as ‘visiting’ when a qualified person is needed for a limited period of time. An example of this is when the Library receives funding from grants and other external sources to perform specific projects.

- **Acting**

Faculty may be asked to take an ‘acting appointment.’ These appointments typically involve a temporary assignment to an administrative role as the result of a vacancy or leave of absence. Acting appointments are for a limited time period agreed upon by the Dean and the faculty member.

I.B.2.b. Courtesy, Honorary, Affiliated Clinical/Industry Appointments

These modifiers apply to persons having the appropriate professional qualifications or having distinction and honor in a specific field who are appointed without compensation to a department, center or unit as a faculty member.

I.B.2.c. Joint and Affiliate Appointments

These modifiers apply to persons paid or holding appointments in a department or unit of the University who participate in another department or unit such as (joint) teaching and/or supervision of graduate students and/or research or extension on a regular or infrequent (affiliate) basis. The rights and conditions in primary and secondary departments may vary by appointment.

I. C. Recruitment

[Smathers Libraries Search and Selection Guidelines for Faculty](#) are maintained by the Human Resources Office.

Section II. Tenure and/or Promotion

II. Tenure and/or Promotion

The Libraries use the following criteria as outlined in Chapter Two, Section C. pages 1, 2 and 3 of the Career Development Handbook 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

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 an academic librarian. Thus, the tenure and promotion process can be seen as a natural extension of the annual assignment and evaluation process. In order to gain tenure or promotion, librarians 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 as well as leadership.

Distinction in the Libraries is demonstrated by sustained and high-quality performance and achievements in the three criteria, 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 librarian's qualifications for tenure or promotion is his/her performance of professional responsibility and maintenance of flexible and effective working relationships with library staff, academic faculty, and library users, along with research, scholarship and creative activity and professional service activities. Reviewers including supervisors and members of the Tenure and Promotion Committee will look for evidence of the quality, as well as the quantity, of work performed by the librarian and the effectiveness of his/her 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 librarian'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. The Tenure and Promotion Committee will use the documentation to evaluate the nominee's potential to continue to be a creative and contributing member of the University community. Librarians are expected, when moving from a lower rank to a higher one, to demonstrate accomplishments and expertise commensurate with the higher rank.

Section II. Tenure and/or Promotion

II. A. Tenure Definition and Description

Tenure is a status granted by the Board of Trustees after nomination by the President of the University of Florida which is “attained by the faculty member through distinction in teaching, research, extension, or other scholarly or creative activities, and service and contributions to the University and to the profession. It assures the faculty member immunity from reprisals or threats due to an intellectual position or belief which may be unpopular.” (See [UF Rule 6C1-7.019](#))

A. Characteristics of the tenure decision.

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 librarian 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 is used to evaluate a candidate’s qualification. Both the tenure decision and the promotion decision represent an evaluation on the part of the university of the librarian’s value to the university and of the potential for future contribution 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.

B. Tenure as an element in the career path.

Normally a librarian should not be granted tenure without promotion to the rank of Associate 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. While the grant of tenure is coupled with promotion from Assistant University Librarian to Associate University Librarian, a candidate may apply for tenure independent of an application for promotion from Assistant University Librarian to Associate University Librarian. The departmental vote for tenure is always separate and distinct from a departmental vote for promotion. In most cases, the tenure application is coupled with application for promotion to Associate Librarian.

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

Section II. Tenure and/or Promotion

II. B. Tenure and Promotion Timelines

Determination of Tenure Year

Tenure earning 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 academic 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; see [UFF Collective Bargaining Agreement Article 19](#) for details. (19.4 -- Extension of the Probationary Period for Tenure).

A 12-month faculty member should have been employed by November 7 for the first academic year of employment or transfer to a tenure earning position to count as one year of eligibility. To determine the mandatory review year and packet submission year, see the table below.

Start Date Between	Mandatory Review Year	Packet Submission Year
Nov 8th 2007 - Nov 7th 2008	2015	Fall 2014
Nov 8th 2008 - Nov 7th 2009	2016	Fall 2015
Nov 8th 2009 - Nov 7th 2010	2017	Fall 2016
Nov 8th 2010 - Nov 7th 2011	2018	Fall 2017
Nov 8th 2011- Nov 7th 2012	2019	Fall 2018
Nov 8th 2012 - Nov 7th 2013	2020	Fall 2019
Nov 8th 2013 - Nov 7th 2014	2021	Fall 2020
Nov 8th 2014 - Nov 7th 2015	2022	Fall 2021

Tenure and Promotion Calendar

April

Pre-planning, including setting internal deadlines and discussing referees, begins for librarians anticipating going up for tenure and/or promotion.

Dean of University Libraries and Library Faculty Assembly establish the membership of the Tenure and Promotion Committee (terms begin October 1).

May/June/July

Nominees and Chairs attend workshop by Academic Affairs on how to prepare packet.

Human Resources Office sends the Deans and Chairs a list of tenure-accruing librarians with their tenure eligibility dates.

Human Resources Office sends all librarians a link to the current version of the University Guidelines on the Tenure and Promotion Process.

Section II. Tenure and/or Promotion

By July 1st

The department chair shall initiate the tenure or promotion nomination upon written request. A faculty member shall apply no later than July 1 for tenure or promotion consideration.

August

Department Chair solicits letters of recommendation for nominee.

September

Nominee finalizes packet for review by Department Chair/Supervisor for completeness and accuracy. Department Chair confirms with the LHRO the voting eligibility of all tenure home members who may vote for tenure and/or promotion.

By September 15th

Nominee submits completed packet online for LHRO review and electronic copy of additional materials for internal review only, to LHRO.

HR reviews packet online.

By September 20th

Nominee certifies packet online [from this point forward any changes/corrections will be added to section 33]

October

Department Chair convenes eligible faculty, conducts tenure home vote and records result.

Department Chair produces a transmittal letter and provides a copy for the nominee's review. The nominee may prepare a response to the transmittal letter for inclusion in the packet.

October 15th

Dean of University Libraries meets with the Tenure and Promotion Committee to give guidance and answer questions.

Tenure and Promotion Committee Chair notifies Human Resources Office of the meeting schedule and the plan for review.

November

Tenure and Promotion Committee meets to review the nominations and summarize nominees' strengths and weaknesses for the Dean of University Libraries.

By December 1

Tenure and Promotion Committee Chair submits the committee's assessments to the Dean of University Libraries.

The Deans, including Associate Dean for the Legal Information Center meet to review the nominations.

Early January

Tenure and/or promotion packets are due in the Office of Academic Affairs.

The Dean of University Libraries produces a transmittal letter letting the nominee know of recommendation or non-recommendation. The nominee may prepare a response to the transmittal letter for inclusion in the packet.

Section II. Tenure and/or Promotion

May-June

Promotion nominees receive notification regarding the final decision on promotions by the President of the University and the President's recommendation regarding tenure.

Tenure nominees receive notification regarding the final decisions on tenure by the Board of Trustees.

July 1 or Later

Tenure is effective.

Promotion is effective.

Associated pay increases go into effect on or after this date, as determined by the University.

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.

Section II. Tenure and/or Promotion

Indicators

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

1. 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

2. 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

3. 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

Section II. Tenure and/or Promotion

- Demonstrates accomplishment in including individuals of diverse backgrounds, experiences, races, ethnicities, genders, and perspectives in research, teaching, service and other work

4. 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 librarian'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

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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.

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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, CoPI, Investigator, etc.); innovation; impact of work; new or strengthened partnerships; geographic impact; invitations to collaborate; etc.

II. C. 3. Third Criterion: Service to the Library, 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.

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Packet materials will provide substantial evidence of recognition of exceptional service at local, state, national and/or international levels.

Associate 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:

1. 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

2. 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

3. 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)

4. 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

Section II. Tenure and/or Promotion

II. D. Tenure/Promotion Guidelines

II. D. 1. Tenure and Promotion Guidelines for Library Faculty

A. Introduction

The Libraries' tenure and promotion process, outlined in the Career Development Handbook, 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. 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 library 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 standard that the University has set 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." (Tenure and Promotion Guidelines)

The following documents are pertinent to the tenure and promotion process:

1. Florida Administrative Code (FAC) [6C1-7.003](#), [7.010](#), [7.013](#), and [7.019](#).
2. [Constitution of the University of Florida](#), Article V., Section 5.
3. United Faculty of Florida Contract, Articles 19 and 20.
4. Guidelines and Information Regarding the Tenure, Permanent Status and Promotion Process. The Guidelines are updated annually and posted on the [Office of the Provost Tenure Information Page](#) at <http://aa.ufl.edu/policies/tenure-and-promotion-information/>.

In instances where the Career Development Handbook and the above documents are not in agreement specifics of the packet, the candidate and department chair or equivalent should rely on the university documents as authoritative. In instances where the Career Development Handbook 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 the Career Development Handbook. Any questions or concerns should be directed to Libraries' Human Resources Office.

For faculty in the bargaining unit, the same promotion procedures are used for faculty holding tenure and non-tenure accruing titles. **For faculty not in the bargaining unit**, the same promotion procedures are used for faculty holding tenure and non-tenure accruing titles, with the exception of promotions from Assistant In Libraries to Associate In Libraries or from Associate In Libraries to Senior Associate In Libraries. These promotions can be decided by the college Dean and are not forwarded to the President. Evaluations of those faculty members will be based on assigned duties and responsibilities with the understanding that some assignments may be all or mostly devoted to one activity.

B. Overview of the Process

The process has a number of checks and balances to represent the interests of both the individual and the University.

Section II. Tenure and/or Promotion

1. Academic Affairs advises Libraries' Human Resources Office as to which faculty are subject to mandatory tenure review the following year.
2. A faculty member in an eligible position should request that the department chair or equivalent initiate the tenure and promotion process by the beginning of the last year of the tenure probationary period.
3. The department chair or equivalent will initiate the process upon the request of an eligible faculty member, regardless of the time the faculty member has spent in rank.
4. The department chair or equivalent, or the eligible faculty member may initiate the promotion process.
5. The candidate and the department chair or equivalent generate names of evaluators. Letters of evaluation are solicited. Bio-sketches of evaluators are included in packet. Other required data is gathered into the nomination packet.
6. Eligible faculty members of the nominee's Tenure Home department read the packet and discuss the nomination. No sooner than 24 hours after this departmental discussion, eligible faculty vote by secret ballot on the basis of their experience with the nominee and the evidence presented in the packet.
7. After the departmental vote, the department chair or equivalent's recommendation letter is added to the packet. A copy of the department chair or equivalent's letter is provided to the candidate, and the candidate has 10 calendar days thereafter to request a meeting and/or submit a written response to be included in the packet.
8. The packet, including the department chair or equivalent's recommendation and the departmental vote, is made available to the Tenure and Promotion Committee. The Tenure and Promotion Committee also receives the candidate's additional documents: current vita, annual activity reports, and annual assignments with goals for the past 5 years.
9. The Tenure and Promotion Committee reviews the packet and provides a written fact-finding report to the Dean of University Libraries.
10. The Dean of University Libraries may request that the library directors from Smathers Libraries, the Health Science Center Libraries and the Legal Information Center, provide advice regarding nominations.
11. The Dean of University Libraries writes a letter of review and recommendation which is included in the candidate's packet before forwarding to the Academic Personnel Board. A copy of the Dean's letter is provided to the candidate, and the candidate has 10 days thereafter to request a meeting and/or to submit a written response to be included in the packet.
12. The Academic Personnel Board reviews the packet and reports to the President of the University on the strengths and weaknesses of the record. The Academic Personnel Board will notify the Dean if any questions about a nomination packet arise. The Dean in turn will notify the appropriate department chair or equivalent and the faculty member.
13. The nomination is forwarded to the President of the University who makes final promotion decisions and recommendations regarding tenure.
14. Positive tenure recommendations are forwarded to the Board of Trustees for final action.
15. Although the President makes final tenure recommendations, the Dean of University Libraries is given an opportunity to discuss negative tenure decisions with the President.
16. A negative tenure decision will result in a one year notice of non-renewal. Alternatively, the tenure nominee may withdraw the packet and resign with a one year notice period.

Section II. Tenure and/or Promotion

C. Detailed Procedures- Initial Steps

The *Guidelines and Information Regarding the Tenure, Permanent Status and Promotion*

Process document is updated annually and posted on the [Office of the Provost Tenure Information Page](#).

Shown below are highlights of the procedures that must be followed.

1. Determination of Eligibility for Tenure Nomination

Librarians classified as full-time or part-time with the rank of Assistant University Librarian and above who are employed in a tenure earning position are eligible for nomination for tenure.

The tenure probationary period for the University Libraries is 7 years, including any time approved for tenure credit when initially employed by the University in a tenure accruing position. A faculty member must request to be nominated for tenure by the beginning of the last year of the tenure probationary period (July 1st), although consideration is normally given when the candidate's record is ready (a determination made by the faculty member in consultation with the department chair or equivalent). A faculty member may apply for tenure at any time prior to the beginning of the last year of the tenure probationary period, and the department chair or equivalent shall initiate the tenure nomination process upon that request, regardless of the time the faculty member has spent in rank. Faculty members considering applying for tenure prior to the beginning of the last year of their probationary period should consult with senior faculty, mentor and the department chair or equivalent, director, or Dean before making this request. Faculty members being considered for tenure prior to the beginning of the last year of the probationary period may withdraw from consideration without prejudice. The withdrawal from consideration for tenure must be made prior to the President's official notification. A faculty member considered for tenure in the last year of the tenure probationary period and not supported by the president must be given a letter of non-renewal.

Tenure service is counted prior to, during, and after an approved leave of absence or reduction of FTE. No service credit is accrued during the leave of absence without pay, except as agreed to in writing by the Office of Academic Affairs and the faculty member at the time of approval of leave.

2. Nomination

When the tenure accruing faculty list is received from Academic Affairs, the Libraries' Human Resources Office will notify eligible faculty, directors/deans, and department chairs or equivalent that it is time to initiate the tenure and/or promotion process. Any faculty desiring to submit a nomination for promotion must be considered.

3. Tenure and Promotion Information Meeting for Librarians

Nominees and their department chairs or equivalent along with any other interested librarians will be invited to attend tenure and promotion workshops provided by the Libraries' Human Resources Office and the Office of Academic Affairs.

These workshops provide information on all aspects of the Libraries' and University's tenure and promotion process: filling out the tenure and promotion forms, selecting referees, requesting letters of evaluation, the role of the Tenure and Promotion Committee, criteria for tenure and promotion, and timelines for the tenure and promotion process. The department chair or equivalent and the nominee should review the appropriate sections of the Florida Administrative Code, University Constitution, Bargaining Agreement (if applicable), Career Development Handbook, and the Office of Academic Affairs Memorandum for compliance with the rules and procedures.

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4. Letters of Evaluation

Letters of evaluation from colleagues outside and inside UF are extremely important in presenting a comprehensive picture of a candidate and should therefore be from a knowledgeable, competent, reputable group of evaluators who have diverse perspectives on the candidates' work, research and service. Referees should be selected carefully and no fewer than half must come from the nominee's recommendation (referees should not have a personal relationship with the nominee.)

Number of Outside Letters

For faculty in the bargaining unit, no fewer than five and no more than six letters must be from qualified scholars in pertinent disciplines *outside** the university.

For faculty not in the bargaining unit, at least five letters must be from *outside** the university.

***Outside** means individuals not employed either currently or in the past ten years by the University of Florida.

Number of Letters from Inside UF

All library faculty will also have letters from 3-5 UF evaluators (normally UF librarians or other UF faculty). Five letters are required for promotion to University Librarian and Senior Associate In Libraries.

Inside evaluators selected may include faculty (either librarians or other faculty) that have left UF in recent years (normally 1-3) and therefore can still provide important and useful evaluation of the candidate's recent performance in Criterion One (Professional Responsibility and Working Relationships).

All letters of evaluation are placed in the LETTERS OF EVALUATION section of the packet. Candidates should include two sections, one clearly marked 'Outside Letters of Evaluation' (including bio-sketches) and the other clearly marked 'Inside Letters of Evaluation' (including bio-sketches).

Other Guidelines

- **For promotion to Associate University Librarian and for tenure:** Eight letters of evaluation are required (5 from outside and 3 from inside). One to two additional inside letters (total of 5 inside) may be needed to adequately reflect achievements in some cases. The same requirements exist for non-tenure track faculty seeking promotion from Assistant In to Associate In.
- **For promotion to University Librarian:** Ten letters (5 outside and 5 inside) are required. The same requirements exist for non-tenure track faculty seeking promotion from Associate In to Senior Associate In Libraries.
- These are to be letters of evaluation offering evidence of recognized contributions and not simply letters of support.
- Letters should therefore normally be written by faculty of higher rank than the nominee. Exceptions may be colleagues with whom the candidate has worked closely in service to professional organizations.
- More important than the quantity of letters is their quality, ensuring that a knowledgeable, rounded and balanced view of the performance and potential of the nominee is provided.

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- **Outside Letters**
 - Outside letters should be solicited from evaluators who do not have a personal relationship with the candidate.
 - Outside letters from faculty who are at the top of the candidate's field and at the very best institutions are particularly valued.

Other considerations for selection of evaluators are included in the annual Guidelines and Information Regarding the Tenure, Permanent Status, and Promotion Process linked at <http://aa.ufl.edu/policies/tenure-and-promotion-information/>.

Process for Identifying Evaluators

- No later than mid-July, seven names of potential outside evaluators and five names of potential UF evaluators (UF librarians and other faculty) are generated by the candidate, with assistance from the candidate's mentor, and submitted to the department chair or equivalent.
- The department chair or equivalent also generates a list of potential evaluators.
- The department chair or equivalent and the candidate discuss their lists of potential evaluators and decide who should be contacted about their willingness to write an evaluation.
- The department chair or equivalent contacts the potential evaluators to determine if they are willing and able to write a letter by late September.
- **For outside reviewers**, at least five individuals (and not more than six for in-unit faculty), half of whom come from the candidate's list, must agree to serve as reviewers. If an insufficient number of individuals agree to serve, the candidate should submit additional names until at least five individuals agree to serve with half being from the candidate's list of evaluators.
- **For inside reviewers**, 3-5 letters will be included in the packet. These letters should be written by individuals who can offer substantive comments regarding the candidate's performance in Criterion One (Professional Responsibility and Working Relationships).
- The candidate will gather bio-sketches of evaluators and include them in the packet
- The department chair or equivalent sends the list of selected evaluators and bio-sketches to the next level supervisor (Associate Dean, Senior Associate Dean, or Dean) for review. Reasons for choosing evaluators are included: credentials/qualifications and relation to the candidate (specifically the extent of contact, knowledge of candidate's performance, etc.).
- The Associate Dean, Senior Associate Dean or Dean provides feedback on the list.
- The department chair or equivalent reviews the final list with the candidate.

Soliciting Letters of Evaluation

- Letters of evaluation must be available to the candidate for review unless s/he executes a written waiver of her/his right to review the solicited letters of evaluation. Candidates must execute or decline the waiver before letters of evaluation are solicited. Evaluators must be notified in the solicitation letter whether the candidate chose to execute or decline the waiver. The signed statement is sent to the Library Human Relations Officer.
- The department chair or equivalent should use the Libraries' template letter to solicit letters of evaluation. Copies of the solicitation letters should be sent to the Libraries' Human Resources Office.

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- The letter shall append the candidate's vita and the Libraries' written discipline-specific clarifications of the University criteria and shall ask the evaluator to assess the candidate's performance in order to determine whether it satisfies the University criteria for tenure and/or promotion.
- All solicited evaluations that are received must be included in the packet.

Letters Included in the Packet

Letters of evaluation should be arranged and identified:

All letters are placed in the LETTERS OF EVALUATION section of the packet. Candidates should include two sections, one clearly marked 'Outside Letters of Evaluation' which will include the bio-sketches for outside evaluators, and the other clearly marked 'Inside Letters of Evaluation' which will include the bio-sketches for inside evaluators.

D. Preparation and Contents of the Tenure and/or Promotion Packet

1. Preparation

Nominees for tenure and/or promotion should review the Libraries' Career Development Handbook and The Guidelines and Information Regarding the Tenure, Permanent Status and Promotion Process document that is updated annually and posted on the [Office of the Provost Tenure Information Page](#), which includes the University's tenure and/or promotion forms and the applicable sections of the Florida Administrative Code, the Bargaining Agreement, and the Constitution of the University of Florida.

The nominee is responsible for working with the supervisor to prepare the tenure and promotion packet. The supervisor is responsible for providing guidance to the nominee.

The packet must be completed by the faculty member prior to the Tenure Home review, and it is the faculty member's responsibility to see that the packet is complete. This means that the candidate must (a) review the completed packet to insure that it contains all the information the faculty member believes is pertinent to her/his nomination and is accurate; and (b) certify that the packet is ready to be reviewed.

It is the responsibility of the nominee's department chair or equivalent to provide the letters of evaluation to the Libraries' Human Resources Office for inclusion in the packet. If the faculty member has waived the right to view the letters of evaluation, these may not be seen by the nominee.

Once the candidate has certified the packet, no materials can be added to, deleted from, or changed in it without the candidate's consent except assessment by committees or administrators charged with review, or clarifications and documentation of assertions made by the candidate when requested in writing by official reviewing bodies. The candidate will be notified of any other additions, deletions, and/or changes to the supporting materials in the packet made by anyone other than the candidate, and the candidate must approve these before they will be available to reviewers.

The candidate may add or change information in the packet at any time prior to the decision on promotion or tenure. The candidate should provide changes to the Libraries' Human Resources Office. Any such changes will be included in Section 33 of the packet. Changes will not be made to

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the certified template. The date of the change and the person making the adjustment will be recorded.

2. Contents of the Tenure and/or Promotion Packet

Instructions for completing the Tenure and Promotion packet can be found in the annual Guidelines and Information Regarding the Tenure, Permanent Status and Promotion Process document. **It is important to follow these instructions.** All tenure and/or promotion candidates (except out-of-unit, non-tenure accruing faculty) must use the online filing system: Online Promotion and Tenure, or 'OPT.'

3. Additional Contents

Consult the Libraries' Human Resources Office with any questions.

#9 -- Teaching, Advising and/or Instructional Accomplishments

The 2009-2010 UF Guidelines specifically included the following language encouraging library faculty to describe accomplishments in their primary assignment (i.e. criterion one "Professional Responsibilities").

*In no more than 750 words, describe your teaching, advising, **professional responsibilities (Librarians)**, and/or instructional accomplishments, including, as appropriate, curriculum and course development, service as a graduate or undergraduate coordinator, supervised research through credit courses, and the development of new courses, CD ROM's, educational software and multimedia materials.*

Library faculty should include the following statement at the beginning of this section. This does not count as part of the 750 words.

NOTE: To support the teaching and research missions of the University, Library faculty are assigned in varying degrees to perform public, technical, archival, and administrative functions. These primary activities are referred to in the Libraries' T&P Criteria as "Professional Responsibilities" rather than "Teaching" to better reflect the unique and specialized activities in which Library faculty engage.

4. Summary of all letters included in the packet

- Letters of evaluation solicited from outside and inside UF are all placed in the Letters of Evaluation Section.

Include copies of the last five annual letters of evaluation (including any responses) (or as many as have been written if the nominee has not been at the University long enough to have been evaluated five times). Each annual letter of evaluation should include the supervisor's assessment of the librarian's level of achievement and progress toward tenure and/or promotion.

5. Additional Contents

Additional materials, including the candidate's current vita, which gives a broader description of the nominee's accomplishments, and annual activity reports and goals for the past 5 years, should be submitted to the Libraries' Human Resources Office by September 15th. These are not forwarded to the Academic Personnel Board but submitted to the Libraries' Tenure and Promotion Committee.

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E. Departmental Vote

- All tenured librarians in the nominee's Tenure Home are eligible to vote on a tenure nomination. See exceptions in #6 below.
- Librarians in the nominee's Tenure Home in ranks higher than the nominee's current rank are eligible to vote on a promotion nomination. See exceptions in #6 below. Clarification for non-tenure track faculty: For faculty applying for promotion to Associate In Libraries, the packet will be reviewed and voted upon by Tenure Home faculty at the rank of Associate In Libraries or higher and Associate University Librarian or higher. For faculty applying for promotion to Senior Associate In Libraries, the dossier will be reviewed and voted upon only by Tenure Home faculty at the rank of Senior Associate In Libraries and University Librarian.
- The Tenure Home faculty eligible to vote will independently review all materials in the packet including the letters of evaluation and the additional materials (vitae, annual activity reports with goals for the past 5 years).
- The nominee's department chair or equivalent will convene a meeting of eligible voting Tenure Home faculty to discuss the nominations.
- The vote, by secret ballot, may not be taken sooner than 24 hours after this meeting. Tenure Home faculty are expected to vote on their experience working with the candidate as well as the contents of the packet. All discussions and material reviewed must be held confidential by all involved.

NOTE: Though eligible to participate in the discussions of the Tenure Home faculty, a department chair, dean, or equivalent administrator who provides a written evaluation of the candidate as part of the tenure and/or promotion process shall not participate in the secret ballot of the Tenure Home.

F. Department Chair or Equivalent's Addition of Information to the Packet

- After the Tenure Home vote the department chair or equivalent submits a letter of transmittal (addressed to the Dean of Libraries) to the Libraries' Human Resources Office.
- The transmittal letter should include the results of the Tenure Home vote, indicate whether the nominee is endorsed or not, and must explain the vote whenever 20% or more of the votes are recorded as negative, abstaining or absent.
- This letter should give an overall assessment (as measured against the criteria described in Chapter Two, Section A) of the nominee's qualifications for the action sought, provide information, where appropriate, about the professional status of those writing letters of evaluation, comment on the quality of the nominee's publications and other achievements under the criteria, and provide any other clarifications which will assist the reviewers in evaluating the materials in the packet. Of special importance is communicating the significance of the internal UF evaluation letters.
- The Libraries' Human Resources Office will insert the letter in the nominee's packet. The candidate will be informed. The packet will not be forwarded to the next step until the candidate either submits a response, indicates that there will be no response, or 10 days have passed since receipt of the department chair or equivalent's letter, whichever is first.

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- In certain circumstances the department chair or equivalent may delegate the responsibilities of chair (conducting and recording departmental vote and produce the chair's letter. This should be reported to the nominee and any concerns considered and addressed.
- After the candidate has verified the packet, no materials can be added to, deleted from, or changed in it without the candidate's consent except inadvertent omissions, assessment by committees or administrators charged with review, or clarifications and documentation of assertions made by the candidate when requested in writing by official reviewing bodies. Candidates will be notified of any other additions, deletions, and/or changes to the supporting materials in the packet made by anyone other than the candidate, and the candidate must approve these before they will be accessible to reviewers.
- The packet is forwarded to the Tenure and Promotion Committee.

G. Review by the Tenure & Promotion Committee

1. Composition and Formation of the Committee

- The Tenure and Promotion Committee is composed of nine members: five elected by the Library Faculty Assembly and four appointed by the Dean of Libraries with the fifth alternating yearly. All must be tenured faculty members, with a majority of University Librarians. The committee will include one member each from Health Science Center Libraries and Legal Information Center with equitable representation of units of Smathers Libraries.
- Each faculty member appointed or elected to the committee will serve a three-year term, unless appointed/elected to fill in for a committee member who has left the Libraries or is otherwise unable to serve. New members are elected/appointed in April/May, take office October 1st, and complete their service three years later on September 30th. Appointments are staggered in such a way that the terms of three committee members will end each year thus necessitating the election or appointment of three new committee members.
- By August of each year the Dean of University Libraries appoints one University Librarian on the committee to be the Chair of the committee.

2. Responsibilities of the Committee

- The members of the Tenure and Promotion Committee will review and discuss appropriate tenure and promotion regulations for the Libraries and the University in order to develop a common understanding of the requirements, procedures and their responsibilities prior to consideration of the tenure/promotion nominations.
- They will then review the files of candidates.
- All members are eligible to review and assess tenure nominations.
- Faculty in ranks higher than the nominee's current rank are eligible to review and assess promotion nominations. Clarification for non-tenure track faculty: For faculty applying for promotion to Associate In Libraries, the packet will be reviewed and assessed by members at the rank of Associate University Librarian or higher. For faculty applying for promotion to Senior Associate In Libraries, the packet will be reviewed and assessed only by members at the rank of University Librarian.
- The evaluation information used in the tenure and/or promotion process as well as the Committee's discussion of said information are confidential and open only to those

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individuals involved in the recommendation and/or decision making process, unless otherwise required by law.

- Members of the committee may request additional information at any stage in the fact-finding process.
- After review and discussion of the nomination, the Chair of the Committee informs the Dean of University Libraries and the Libraries' Human Resources Office that their review has been completed.
- A fact-finding report, identifying the strengths and weakness of each candidate, is prepared for the Dean of University Libraries. The Dean may discuss the findings with members of the committee.
- The results of the committee votes must be provided to the Libraries' Human Resources Office where they will be incorporated into the packet and submitted to the candidate.

H. Review by the Library Dean, Associate Dean, and Directors

- The Dean of University Libraries may request that the Associate Dean and Director of the Health Science Center Libraries', the Legal Information Center Director, and the Smathers Libraries Associate Deans provide information on the nominations.
- After consideration of the materials in the packets, and after consultation with the above mentioned groups and/or individuals, the Dean of University Libraries decides whether or not to endorse the nominations.
- The Dean of University Libraries may choose among the options listed below. In either instance, the packet is forwarded to the Academic Personnel Board. The nominee is notified of any changes to the packet.

1. Tenure

- Recommend the nomination. An evaluative statement is included in the letter written by the Dean of University Libraries and inserted into the packet.
- Recommend against tenure. If the nomination is **not recommended**, an evaluative statement is included in the letter written by the Dean of University Libraries and inserted into the packet. The Dean must notify the candidate within 5 days. The Candidate may ask for a meeting with the Dean within 10 days of notification.
- In both cases the candidate is notified.

2. Promotion

- Recommend the nomination. An evaluative statement is included in the letter written by the Dean of University Libraries and inserted into the packet
- Recommend against promotion. If the nomination is not recommended, the Dean of University Libraries must notify the candidate within 5 days. An evaluative statement is included in the letter written by the Dean of University Libraries and added to the packet. The Candidate may ask for a meeting with the Dean within 10 days of notification.

NOTE: For faculty members not in the bargaining unit seeking promotion from Assistant In Libraries to Associate In Libraries or from Associate In Libraries to Senior Associate In Libraries, the promotion decision will be decided by the dean of University Libraries and will not be forwarded to the President. All other faculty promotion decisions are made by the President.

Section II. Tenure and/or Promotion

The Libraries' Human Resources Office will add the endorsement or non-endorsement to the packet cover page.

I. Review by the University's Academic Personnel Board or Designee

- The University's Academic Personnel Board or designee shall review nominations received in order to advise the President.
- The Dean of University Libraries shall have the opportunity to meet with the president to review negative recommendations for tenure before the president makes a decision.

J. Review by the University President

- In tenure decisions, the President will submit a recommendation to the Board of Trustees for approval.
- The President has the authority to make the final decision with respect to promotion nominations to the Associate University Librarian and University Librarian ranks, and, for in-unit, non-tenure accruing faculty, to Associate In Libraries and Senior Associate In Libraries. The Dean of University Libraries will be notified of such action.

K. Review of Tenure Nominations by the Board of Trustees

The library faculty member shall be notified in writing by the appropriate administrative official immediately, or as soon thereafter as possible, of the final action taken on the nomination for tenure.

L. Tenure and Promotion File

Copies of tenure and promotion packets will be held in the Libraries' Human Resources Office in a separate tenure and promotion file. This material may be viewed only by those required to participate in making recommendations and decisions regarding tenure and/or promotion as needed. Archived copies may be referenced by others with the nominee's permission.

II. D. 2. Tenure and Promotion Committee Guidelines

A. Policy

The Tenure and Promotion Committee serves as a fact-finding body to review applications for tenure and/or promotion based on the criteria outlined in the Career Development Handbook. The Committee is advisory to the Dean of University Libraries, who appoints library faculty to four of the seats on the committee for a three-year term. The other five seats are elected by the library faculty. Each year, three members rotate off the committee, and three new members rotate onto it. The Dean annually meets with the committee prior to its first meeting, outlining their responsibilities and timeline.

B. Referenced Documents

1. [University of Florida Administrative Regulation 7.019](#)
2. [Comparison of Library Ranks](#) [Section I. A. 1 of this handbook]
3. [Criteria for Tenure and Promotion to Associate or University Librarian](#) [Section CDH II C of this handbook]

Section II. Tenure and/or Promotion

C. Procedures

1. Monitoring Progress of Candidate Packets

The committee chair should contact the Human Resources Department for the names of the individuals planning to be considered for tenure and/or promotion and mid-career performance review. The chair serves as the main point of contact with HR and the Dean on the status of packets.

2. Organizational Meeting

The Dean arranges a planning meeting before the packets are discussed. The purpose of the meeting is to review the Dean's objectives, to review and clarify the members' understanding of the criteria and the T&P process including the role of the committee, and finally, to establish the workflow to be able to complete the review of candidates by the Dean's deadline. To prepare for this meeting, committee members should review the appropriate sections on tenure from the Career Development Handbook and the Florida Administrative Code in preparation for this meeting.

3. Reading Packets in Preparation of the Discussion

- Packets are read with objectivity and within the context of the tenure and promotion guidelines in the Career Development Handbook
- Committee members review each candidate's packet and identify particular areas of distinction and areas of concern. Committee members should look for sustained achievements in three criteria: I. Professional responsibility and working relationships, II. Professional Development and Scholarship, and III. Service to the Library, the State, and the Profession. Distinction must be demonstrated in Professional Responsibility and in at least one of the other two criteria. The candidate must also exhibit excellence in the remaining criterion.

4. Fact-Finding and Assessment Meetings to Discuss Candidates

- Committee members discuss each candidate systematically using the three criteria, reviewing both strengths and weaknesses of the candidate's record
- The committee may request additional information from a candidate's supervisor, if necessary; however, the T&P Committee Chair should contact the Human Resources Office before pursuing other sources.
- The Tenure and Promotion Committee members provide individual assessments on each nominee. The T&P Committee Chair tallies their assessments.

5. Reporting to the Dean

When all packets have been reviewed and assessments been made, the Chair submits the committee's assessment and fact-finding report to the Dean of University Libraries.

6. Final Steps

The Dean may wish to consult with the committee as a group or with members individually.

7. Midterm Review Meeting with Candidates

After completing a review of each candidate's midterm packet, the committee schedules meetings with the candidate to talk about its findings and to discuss ways to strengthen the candidate's packet for the tenure review process. The department chair, supervisor, and mentor are also invited to attend this meeting.

Section II. Tenure and/or Promotion

8. Responsibility

Human Resources is responsible for informing the T&P Committee of procedures and communicating any university-level changes in the process of tenure and promotion.

II. E. Promotion for Non-Tenure Track Faculty

Determination of Eligibility for Promotion

Some library faculty are appointed to ranks that are non-tenure accruing (e.g. Assistant-In, Associate-In, or Senior Associate-In Libraries). In order to be promoted, there must be a documented record of distinction in performance of the faculty member's primary responsibility including demonstration of professional expertise, innovation, mature judgment, and creativity.

An eligible faculty member may initiate the application for promotion whenever the faculty member believes they have met the criteria for promotion by notifying the department chair or equivalent (hereafter, "chair") by July 1, and the chair shall initiate the promotion nomination process upon that request. Faculty members being considered for promotion may withdraw from consideration without prejudice.

For non-tenure accruing faculty members in the bargaining unit, the same promotion procedures are used as for tenured faculty seeking promotion; the President makes the final decision on these promotions.

For non-tenure accruing faculty members not in the bargaining unit, the same promotion procedures are used as for tenured faculty seeking promotion with the exception that these promotions are not forwarded to the President but are decided by the Dean of University Libraries.

Promotion evaluations of non-tenure accruing faculty are based on assigned duties and responsibilities with the understanding that some assignments may be all or mostly devoted to one activity.

Promotion Criteria

Movement from Assistant-In to Associate-In or from Associate-In to Senior Associate-In is the result of a faculty member's meritorious performance since the last promotion or since the faculty member's appointment (if there is no previous promotion) and shall be based upon established written promotion criteria for the rank in question specified by the University and by the Libraries.

Promotion within a rank series for faculty members who are not eligible for tenure, where the faculty member's assignment is normally devoted to one or two assignment categories requires distinction in Criterion 1, the faculty member's primary responsibility and strong achievement in one of the other two criteria: professional development and scholarship, or service to the Library, the University, the State, and the Profession.

Distinction is recognized when the evidence demonstrates sustained, high-quality contributions to the candidate's area of primary responsibility that enhance library services and functions, foster new knowledge, support the University's mission, and provide leadership. Distinction is performance that would be judged by informed experts as outstanding in comparison to other professionals in the same field.

Criteria for promotion shall be relevant to the performance of the work that the faculty member has been assigned to do and to the faculty member's duties and responsibilities as a member of the

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University community. Criteria within the Libraries recognize three broad categories of academic service: 1) Professional responsibility, 2) Professional development and scholarship, and 3) Service to the Library, the University, the State, and the Profession.

First Criterion: Professional Responsibility

Standard: Nominees must achieve distinction in this criterion

The Tenure and Promotion Committee will look for evidence that the nominee has mastered their job, performs it effectively, and is committed to the University's mission.

Examples illustrating the areas covered by the first criterion as follows:

- Provides reference and research services to discipline based users, to the University community, and/or to the global research community.
- Identifies, selects, evaluates, acquires, and preserves paper-based and/or digital resources in support of the University's research and education endeavors which result in collection excellence.
- Instructs students in for-credit courses offered through teaching departments in the candidate's subject specialty.
- Provides bibliographic instruction offered as a component of for-credit courses;
- Develops instructional materials for in-class or online use that enhance the information skill sets of students and faculty.
- Supervises and manages units and/or projects within the Libraries which provide services and functions.
- Performs administrative functions including training, budgeting, planning, goal-setting, and analysis.
- Creates and supports metadata systems which permit discovery and access to library resources.
- Organizes, retrieves, and manipulates data in print, non- print, and electronic forms to assist library users.
- Designs and implements computer functionality based on user needs.
- Develops and/or manages computer-based systems including hardware and/or software that enhance the libraries' ability to support the library's and University's missions.
- Creates digital collections that support the educational and research efforts of the University community and/or that document the intellectual contributions of the academic community.

Second Criterion: Professional Development and Scholarship

Examples illustrating the areas covered by the second criterion as follows:

- Contributes to the field by writing articles, chapters, papers, etc.
- Is recognized as an expert based on invitations to present papers, demonstrations, poster sessions and exhibits at professional meetings, symposia, workshops, and conferences.
- Participates at the state, regional, national or international level as session moderators, panelists and conference organizers/program planners.

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- Develops documents, printed, audiovisual instructional aids, or electronic media and/or other works of exceptional quality or creativity that are relevant to his/her professional responsibilities.
- Completes a university accredited degree program in a subject field appropriate to assignment.
- Develops original uses of technologies to solve library problems.
- Identifies funding and develops successful proposals that create and/or provide access to information resources.
- Submits proposals for internal and external funding from either public or private sector sources.
- Collaborates with professional organization to develop a grant for funding bibliographical projects to benefit all research libraries or staff of research institutions.
- Has other comparable achievements.

Third Criterion: Service to the Library, the University, the State, and the Profession

Examples illustrating the areas covered by the third criterion as follows:

- Provides leadership and significant service to the Library and/or University through participation and contributions to committees, college or academic departmental programs and endeavors, task forces, senates, or research teams, or through the planning of university programs and initiatives.
- Contributes to the achievement of the Library's mission by providing major constructive suggestions and criticisms of a library-wide nature that results in improvements in library operations;
- Provides substantive service to the State University Libraries through participation on SUL-wide committees and task forces, or research teams, or through planning SUL-wide university programs.
- Makes substantial contribution to the work of a relevant professional organization (e.g. holding major elected or appointed office, planning programs, serving on committees, task forces, or panels).
- Has other comparable achievements.

II. F. Midterm Review for Tenure-Accruing Faculty

Introduction

The midterm review for tenure-accruing faculty examines the progress toward tenure and, if applicable, toward promotion to the next rank, as described in the criteria of Chapter II, Section C. The review will recommend activities and assignments to strengthen candidate records and identify specific areas for improvement. The review is meant solely as a tool to assist the faculty member and will not be included in the faculty member's annual evaluation letter, evaluation file or tenure and/or promotion packet. The faculty member shall submit documents for review in the designated time period (see timeline below).

For further regulations and guidelines on preparing the Midterm Review packet, see:

- Section 19.7 Progress Toward Tenure of the [Collective Bargaining Agreement](#)
- [UF Regulation](#) 7.010 Faculty Evaluation and Improvement, section 7(b)

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- [T&P Guidelines](#)

Timeline

The midterm review shall be conducted for faculty members during the spring semester of the third year of their tenure probationary period.

However, in consultation with the department chair, the faculty member may request that the review be conducted prior to or up to one year subsequent to the third year of their tenure probationary period. A written letter of agreement to conduct the review either prior or subsequent to the third year of the tenure probationary period shall be provided to the Libraries HR Office.

Documents

Two types of materials are submitted for the midterm review of progress towards tenure and/or promotion, representing the faculty member's record. These include 1) the tenure and promotion packet and 2) the additional documents detailed below.

1. Tenure and Promotion (T&P) Packet Includes:

- Cover sheet ([See Appendix](#))
- A completed T&P packet with:
 - The annual evaluation letter for each year since assignment
 - [The T&P criteria](#) [Section CDH II C of this handbook]
 - The Chair's letter

The T&P packet template should be downloaded from myUFL in PeopleSoft. [Instructions for downloading the packet](#) template are available as a toolkit on the Academic Affairs website.

The faculty member completes and includes all documents and sections of the tenure and promotion packet, except internal and external letters of evaluation and the accompanying bio-sketches (Section 31).

The midterm review of progress towards tenure and promotion packet should be submitted as one PDF file, page-numbered and with the faculty's name on each page.

2. Additional Documents Include:

- Annual assignments for each year since assignment
- Annual activity reports for each year since assignment
- Annual goals for each year since assignment (these are sometimes included with the annual assignment)
- Curriculum vitae
- Any other documents nominee feels are important for the internal review

The additional documents should be submitted as one PDF file, page-numbered and with the faculty's name on each page.

Midterm Review Calendar

April

- Pre-planning, including setting internal deadlines, begins for faculty anticipating midterm review
- Dean of University Libraries and Library Faculty Assembly establish membership of Tenure and Promotion Committee (terms begin October 1)

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May/June/July

- Faculty member and Chairs attend workshop by Academic Affairs on how to prepare packet
- The Libraries HR Office sends the Deans and Chairs a list of tenure-accruing faculty with probationary period end dates
- The Libraries HR Office sends all faculty a link to current version of University Guidelines on Tenure and Promotion Process

August/September/October

- Faculty member drafts narratives and seeks feedback from mentor and other colleagues
- Faculty member compiles packet
- Faculty member and Chair/Supervisor discuss potential evaluators for tenure and promotion as exercise to assess strengths and gaps

Early November

- Faculty member submits draft packet to Chair/Supervisor to review for completeness and accuracy
- Chair confirms with Libraries HR Office the list of tenured faculty members who will review the packet
- Chair schedules the review meeting for tenured faculty in tenure home

By November 15 – Faculty member submits completed packet to Chair

November 15 – December 15

- Chair conducts meeting of tenured faculty in tenure home which is a discussion of the candidate's progress toward tenure but does not include a vote
- Chair prepares transmittal letter, which includes the outcome of the tenured faculty discussion
- Chair provides copy of transmittal letter to faculty member
- Faculty member adds letter of transmittal to packet

By December 15 – Chair submits completed packet and additional documents to Libraries HR Office

December 15 – February 15

- Libraries HR Office provides packet and additional documents to T&P Committee
- Libraries HR Office saves copy for faculty member's T&P file
- T&P Committee reviews and writes fact-finding report

By February 15 – T&P Committee submits fact-finding report to Dean of University Libraries for review

February 15 – March 15

- T&P Committee submits final version, including their consideration of any input from the Dean, to faculty member, Chair/Supervisor, and Assistant/Associate Dean
- T&P Committee schedules meeting with faculty member and Chair/Supervisor. The mentor's participation is optional.

By March 15

- Faculty member, Chair/Supervisor, and mentor (if desired) meet with T&P Committee
- T&P Committee presents findings and recommendations
- Faculty member shares list of potential evaluators for tenure and promotion

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II. G. Post-Tenure Reviews

II. G. 1. Sustained Performance Evaluations for University and Associate University Library Faculty

A. Policy

Tenured faculty will receive a sustained performance evaluation once every seven (7) years following the award of tenure, their most recent promotion, or the last decanal recommendation that they receive a Salary Performance Plan award; and are evaluated for sustained performance for the previous six (6) years.

1. Purpose

- To document sustained performance as a tenured faculty member during the previous six years of assigned duties
- To encourage continued professional growth and development.
- To determine if a tenured faculty member's performance is satisfactory or unsatisfactory.

2. Documentation

- Annual evaluations -- last six years
- Annual Assignments -- last six years
- Activity Reports -- last six years

Note: The Sustained Performance Evaluation letter does not replace the Annual Evaluation letter.

B. Evaluation Guidelines

The employee annual evaluations, including the documents used to develop the annual evaluations, will be the sole basis for sustained performance evaluation. An employee who received satisfactory annual evaluations during 4 or more of the previous six years, including one or more of the previous two (2) years shall be rated satisfactory or above in the sustained performance evaluation and cannot be subject to a performance improvement plan.

The employee may attach a concise response to the evaluation.

For either Departmental Chair/Supervisor or the individual members of the SPEPC to make a finding that sustained performance is unsatisfactory there must be a clearly documented pattern of unsatisfactory performance of one or more assigned duties explicitly stated in two or more of the annual letters of evaluation over the six-year period of review.

C. Employee Improvement Plan

A performance improvement plan will be developed only for those employees whose performance is identified through the sustained performance evaluation as being consistently below satisfactory in one or more areas of assigned duties. The employee is responsible for attaining the performance targets specified in the performance improvement plan. If the targets are not met, the unit has the responsibility to take appropriate actions under the provisions of University Rule 6C1-7.048, F.A.C., the performance improvement plan will be developed by the employee in concert with his/her supervisor, and include specific performance targets and a time period for achieving the targets. The performance improvement plan will be approved by the President or representative [Dean of University Libraries]. Specific resources in an approved performance improvement plan will be provided by the university. The supervisor will meet periodically with the employee to review progress toward meeting

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the performance targets. It is the responsibility of the employee to attain the performance targets specified in the performance improvement plan.

Appeal Process. In instances where the library faculty member and the Chair/Supervisor cannot agree upon the elements to be included in the performance improvement plan, the library faculty member may use the University's appeal process. This includes a review by the Dean of University Libraries, whose decision is final.

D. Procedures

The Sustained Performance Evaluation Program Committee (SPEPC) is comprised of six tenured librarians. Representatives serve for two years with the terms being staggered. The individual members of the SPEPC will review the documentation of tenured faculty members up for review in the respective academic year.

The Human Resources Officer notifies individuals, Department Chairs and Deans of faculty subject to that year's SPE.

- The Library Human Resources Office will assemble the evaluation packet, consisting of annual letters of evaluation, annual assignments, and activity reports from the previous six years and submit them to the Sustained Performance Evaluation Program Committee, with a copy to the faculty member and the chair/supervisor.
- The individual members of the SPEPC will review the materials in accordance with the guidelines and will provide a written assessment to the Chairs/Supervisors.
- The Department Chair/Supervisor will prepare the library faculty member's Sustained Performance Evaluation letter in accordance with the guidelines, incorporating the written assessment provided by the committee. The evaluation will summarize the library faculty member's overall performance during the six-year period being reviewed and the performance will be rated as:
 1. Sustained performance is satisfactory.
 2. Sustained performance is below satisfactory in one or more areas of assigned duties.
- The library faculty member may prepare a response to the evaluation that will be attached to the evaluation and become part of the personnel record.
- The Chair/Supervisor will meet with the faculty member to review the evaluation letter.

II. G. 2. Librarian Emeritus Status Guidelines

Library faculty members are eligible for the title "Emeritus" in their faculty rank when they retire and leave pay status. Therefore, faculty in DROP and Phased Retirement are eligible for Emeritus status only after completion of these programs. The title is awarded for distinguished, meritorious service and includes campus courtesies such as:

- parking decals (at no cost)
- use of the library and recreation facilities
- receipt of such publications as are sent to regular faculty members and members of the Alumni Association

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- participation in contract and grant endeavors
- participation in academic convocations
- Gatorlink accounts

An individual who retires becomes eligible for the title, and the chair should submit the individual's name to the library faculty for a departmental vote. A favorable nomination is submitted through the appropriate administrative channels to the Office of Academic Affairs for final action. Emeritus status is granted by the President of the University upon the recommendation of the Dean of University Libraries. (Adapted from the *Faculty Handbook*, University of Florida, Fall 1993, p. 4-12)

- Upon written notification of a faculty member's retirement, the Department Chair may initiate procedures for awarding emeritus status
- Thirty days prior to the retirement date, the Department Chair convenes a meeting of the library faculty and calls for a vote by secret ballot

Section III. Faculty Salaries

III. Faculty Salaries

III. A. Criteria and Evaluative Procedures for the Distribution of Salaries

Salary increases are funded from a variety of sources and with a variety of requirements. For example, funds for annual increments can come from the Legislature labeled ATB (across the board), discretionary, merit, market adjustment, or compression adjustment. ATB, market adjustment, and compression adjustment funding is allocated as dictated by the Legislature. Merit funding is allocated according to the following criteria which was developed by library faculty.

Salary increases, in recognition of merit, represent a significant tangible way in which distinguished performance may be acknowledged. Library faculty shall be considered for merit awards based upon successful performance of assigned duties. Particular consideration shall be given to the value of the employee's contributions to the Libraries, effectiveness of working relationships with staff members and library users, and adherence to accepted standards of professional behavior.

Meritorious achievement shall be determined by the supervisor's evaluation of performance including the three performance criteria listed below.

PERFORMANCE OF ASSIGNED DUTIES AND WORKING RELATIONSHIPS

- Evidence that there exists an understanding and support of department, Library, and University goals and objectives
- The enthusiasm with which assignments and tasks are accepted and performed as evidenced by a willingness to eagerly carry out whatever the job requires.
- Evidence of effectiveness as a supervisor or administrator of assigned units within the department.
- Demonstrated creativity and resourcefulness in executing responsibilities and solving problems.
- Personal initiative exercised by the employee to identify opportunities for the department and library advancement and improvement, followed by action to bring about positive results.
- Quantity of work.
- Quality of work.
- Ability to communicate effectively
- Effectiveness in dealing with faculty, staff, students, and other library patrons
- Receptiveness to constructive criticism and suggestions
- Effectiveness in promoting harmony and cooperation between library system employees, departmental units, etc.
- Particular consideration will be given for performance of temporary assignments at the request of the library administration which would not normally be assigned to the position (and for which time off from other assigned duties may not have been arranged).

PROFESSIONAL DEVELOPMENT AND SCHOLARSHIP

- **Continuing Education Activities**
Evaluation shall include consideration of classes attended and grades received, as appropriate; success with degree-related coursework and the obtainment of another degree; attendance at

Section III. Faculty Salaries

work-enhancing seminars, workshops and conferences, and the quality of participation at those events.

- **Publications and Other Creative Efforts in One's Field of Expertise**

Evaluation shall include consideration of publications, with attention to their substance and quality as evidenced in reviews; noteworthy creative endeavors, such as performances and exhibits, of professional relevance; original computer software or successful adaptation of software for professional uses; creative use of other technologies for professional aims; in-house library documents, printed or audiovisual instructional aids and other works of exceptional quality.

- **Grants and Other Funding**

Evaluation shall include consideration of awards or exemplary attempts to obtain the awarding of grants or other funding for professional development and service activities.

- **Sabbaticals and Internships**

Evaluation shall include consideration of the immediate activities and potential rewards of the sabbatical, internship or other leave in terms of contributions to professional development and service.

SERVICE TO THE LIBRARY, THE UNIVERSITY, THE STATE, AND THE PROFESSION

- **Department/Unit Name Services at the Library and University levels**

Evaluation shall include consideration of any noteworthy service on committees, tasks forces, study groups; recognized contributions to the research of others; significant contributions to administrative or professional studies or as a member of research teams; effective promotion and marketing of library services; substantive liaison work with student groups; achievement in applying and interpreting computer applications in information services.

- **Participation in Professional Organizations**

Evaluation shall include consideration of the extent and quality of involvement in professional associations with attentions to exceptional activity in those associations, such as offices held, programs planned, papers delivered, committee assignments and attendance at meetings.

- **Other External Activities (On a local, state and regional level)**

These are based on professional expertise in accord with the mission of the University. Evaluation shall include consideration of efforts to inform others outside of the university community of information services and resources through effective demonstrations, instructional activities, or other presentations; consultative work; productive networking efforts; significant reference and research assistance.

III. B. Market Equity Review Process

Market Equity Review documents are posted and maintained on the [Library Faculty Assembly LibGuide](#) rather than in the Career Development Handbook. See the following documents in the [Governance Documents tab, Other Documents](#) section.

- [Market Equity Adjustment Guidelines](#)
- [Faculty Salary Equity Data Form](#)

Section IV. Faculty Annual Performance Evaluation

IV. Faculty Annual Performance Evaluation

IV. A. Evaluation

IV. A. 1. Evaluation Timeline

George A. Smathers Libraries - Annual Faculty Evaluation Timeline						
Faculty submits evaluation materials to supervisor	Other evaluative reviews (if any) obtained	Supervisor submits draft letter of evaluation for review by 2nd level supervisor	Supervisor provides employee with proposed written evaluation	Supervisor and employee meet to discuss evaluation	Employee may submit a written response to any material used in the evaluation process	Complete evaluation packet due to Libraries HR Office
By 3/30 *	By 4/15*	By 5/1	By 5/15	By 5/31		By 6/30
* Required by Collective Bargaining Agreement						

IV. A. 2. Annual Performance Evaluations Overview

The annual evaluation provides an assessment of faculty contributions and indicates areas for improvement. For the department, this process provides a series of evaluative benchmarks and constructive ongoing feedback, which maximizes the faculty member’s contributions to the departmental team and to unit goals.

The purpose of the annual performance evaluation is to foster the professional growth of the individual faculty member and the improvement of the department and the Libraries. The evaluation process is a collaborative effort between the faculty member and supervisor which provides documentation of contributions, charts career progress, and plans for the future. Faculty members gain a better understanding of institutional expectations and how to meet them. For the department, this process provides a series of evaluative benchmarks and constructive ongoing feedback, which maximizes the faculty member’s contributions to the departmental team and to unit goals. Ultimately, performance evaluations are a collaborative tool that serves to coordinate faculty and the institution and to facilitate useful development and change.

A. Purpose

- To document contributions to the programs of the libraries
- To contribute to planning of the libraries
- To assess the nature and extent of performance of assigned duties as outlined below

B. Period

The period covered by the Faculty Annual Performance Evaluation is May 15 – May 14

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C. Time

- At least once annually
- Faculty members should submit their evaluations materials to supervisor by March 30
- Supervisor should submit completed evaluations to the appropriate 2nd level supervisor no later than May 1
- See [Evaluation Timeline](#) [Section IV.A. 1 of this handbook] for a complete list of timeframes and deadlines

D. Criteria

- Professional Responsibilities and Working Relationships
- Research, Scholarship and Creative Activity
- Service to the Library, the University, the State, and the Profession

E. Documentation

NOTE: Faculty performance evaluations are retained in the Libraries HR Office and are available to library faculty during normal business hours.

The annual evaluation should include the following documents:

- annual evaluation cover sheet
- letter of evaluation from supervisor
- faculty response to letter of evaluation (if submitted)
- annual activity report
- progress on goals for last year
- annual assignment and goals for coming year
- annual assignment without goals for coming year
- updated curriculum vitae

F. Evaluative Performance Statements

Library faculty should be evaluated on the three criteria used for tenure and promotion:

1) Professional Responsibility and Working Relationships; 2) Research, Scholarship and Creative Activity; and 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 entry that describes the overall performance of that criterion. The evaluation should close with a statement that summarizes the year's performance, indicates the rating level of the overall performance, and remarks on 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.

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.

1. 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**.

Section IV. Faculty Annual Performance Evaluation

Example: I rate your performance in the first criterion as successful. Your solid contributions during the year indicate mastery of your professional responsibilities with effective management of time and resources to accomplish your goals. Your collaborative approach fostered positive working relationships and advanced library initiatives.

2. 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**.

Example: I rate your performance as excellent in the first criterion. Your performance this year has exceeded expectations. Your innovative efforts and teamwork resulted in high-quality outcomes and you deserve much recognition for your hard work.

3. 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**.

*Example: I rate your performance as **exceptional** in the second criterion. Your achievements in scholarship this year were outstanding, impactful, and clearly innovative. You demonstrated expertise beyond the expectations of your rank and deserve much recognition for your efforts, which have expanded the reach of digital library services within the profession.*

4. 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**.

Example: I rate your performance in the third criterion as needing improvement. This year your service contributions did not rise to the level expected of faculty at your rank. In our prior discussions I had the impression you were taking the steps necessary to address this concern, but that has not turned out to be the case. Your goals in this criterion for the coming year must ensure substantive and active service. I remain hopeful that working together we can establish achievable benchmarks. As we monitor progress moving forward, please let me know how I can help you succeed in meeting your goals; your performance must improve.

5. 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.

Example: I rate your performance in the second criterion as unsatisfactory. Your professional development and scholarship contributions did not rise to the level expected of faculty at your rank. Despite having been repeatedly given opportunities to participate in research and scholarship,

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you have refused to engage. We have discussed this issue at length and you have been given specific steps for improving your performance, which you have not completed. <<Supervisor lists corrective actions.>>

6. Summary Statement

A summary statement of the overall performance with an overall rating and a statement of the faculty's progress towards tenure and/or promotion should conclude the annual letter of evaluation.

Example: I rate your overall performance as successful for the rank of Assistant University Librarian. You show great potential for realizing tenure through your scholarly contributions and strong job performance. This year, in particular, you made good progress in the professional development and scholarship criterion and the expectation is that in the coming years you will continue developing your research expertise.

Note: Merit, discretionary, and bonus awards are based on accomplishments as documented in the 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, specified in the [Evaluation Timeline](#) [Section IV.A. 1 of this handbook]. A faculty member's failure to submit complete annual performance evaluation materials specified in the Evaluation Timeline by the established deadline may result in a negative evaluation letter and denial of merit, discretionary or bonus awards. A supervisor's failure to complete evaluation letters by the established deadline may also result in a negative evaluation letter and denial of merit, discretionary or bonus awards for the supervisor.

IV. A. 3. Sample Performance Evaluation Letter

A Sample Performance Evaluation Letter is available in the [Appendix](#) of this handbook.

IV. A. 4. Annual Activity Report

The Annual Activity Report enables the library faculty member to document accomplishments, professional development achievements, and service activities during the past year, also noting problems encountered in meeting assigned goals. The Report is due with the evaluation packet no later than March 30 and should project activities through May 14.

The submission of the Annual Activity Report to the supervisor or department chair initiates the formal library performance evaluation process which should be concluded by May 31.

IV. A. 5. Annual Assignments and Goals

The annual assignment outlines the duties and responsibilities of the position and provides a basis for planning and projecting activities for the coming year. It should be reviewed annually and updated as needed.

At the beginning of employment, the library faculty member, along with the immediate supervisor and/or department chair, develops a written assignment detailing duties and responsibilities in the three core areas of professional responsibility and working relationships, professional development and

Section IV. Faculty Annual Performance Evaluation

scholarship, and professional service activities. Assignments, with appropriate release time and travel funding for research and other creative activity, must provide equitable opportunities to meet the Library-wide performance criteria for tenure and promotion as documented in Chapter Two of the Career Development Handbook.

Once the annual assignment is finalized, goals for the coming year should be established.

IV. A. 5. i. Samples of Annual Assignments and Goals are available in the [Appendix](#) of this handbook.

Section V. Professional Development Program

V. Professional Development Program

University of Florida Libraries provide faculty with a diverse development program that includes a range of formal and informal activities designed to encourage communication, expand skills, address professional issues and generally heighten the work experience. Participation in any growth opportunity requires the approval of the appropriate supervisor and/or department chair.

Growth Opportunities.

Librarians are responsible for their professional development and must demonstrate professional achievement through scholarly or professional accomplishments to attain tenure and promotion. The Libraries will play a collaborative role in helping untenured Librarians reach their goals.

- Early in their career, librarians should shape a professional plan that focuses on their areas of specialization and that will help them achieve the three criteria requirements for accomplishing 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.
- Department chairs and Library Human Resources can offer sound guidance concerning career direction and help untenured librarians find a mentor or mentor program.
- Experienced library faculty can help untenured librarians refine ideas for publication or for grant proposals and provide advice and guidance about how to become involved in professional activities.
- Librarians are encouraged to participate actively through membership and committee appointments in state and national professional organizations.
- The Libraries Grants Manager can assist library faculty in identifying sources of grant funding and in developing research proposals to funding agencies.

1. Research Assignments (Agreement: Article 9).

To support progress toward tenure and promotion, librarians may engage in research assignments that demonstrate evidence of outstanding achievement in the area of Research, Scholarship and Creative Activity.

- For example, librarians might identify a research topic or problem, perform research, and publish or present the results in a peer-reviewed publication or at a state or national conference.
- Librarians may negotiate research time with their chair or supervisor and could be granted up to 10% release time per month during a semester. The research project will be included in the librarian's annual assignment.
- When the librarian wishes to take more than 10% research time, they must negotiate the release time with their director and fill out the Research Proposal Form. In the Research Proposal Form and in their Annual Assignment, the librarian will formalize the agreement and outline their research intentions and product.

Section V. Professional Development Program

2. University Coursework (*Agreement: Article 22.2*).

Library faculty may take up to six semester hours tuition-free per term.

- Flex time can be arranged for most positions with approval of the appropriate supervisor and/or department chair.
- Fee waiver applications

3. Skills Courses.

Faculty are encouraged to attend courses, workshops or institutes aimed at increasing various types of skills; e.g. computer or information technology skills.

- The Libraries, the University's Division of Human Resources, and the Faculty Support Center offer courses that are well publicized throughout the year.
- Local, regional and national organizations also offer relevant courses.

4. Committee Assignments.

Faculty are expected to participate actively on planning, advisory, decision-making and other types of Library and University committees.

- Faculty are eligible, as faculty, to serve in the University Senate and on most University committees. Each year faculty are given an opportunity to serve voluntarily on University committees or to nominate other faculty members. Numerous library-wide or departmental committees (e.g. search and screen committees, policy committees, coordinating committees, or ad hoc problem solving committees) and administrative groups at various levels offer faculty opportunities to become more involved in and provide service to the Libraries.
- Faculty interested in serving on committees to which faculty are nominated (versus being elected) are advised to pursue nomination by discussing their interest with department chairs or other appropriate persons.

5. Professional Travel (*Agreement: Article 21.1*).

Faculty are encouraged to broaden their knowledge of issues and expand their educational horizons, and to contribute to librarianship through professional organizations by:

- Presenting papers, serving as organizational officers, working on committees, serving as panel moderators or members, and by attending workshops and meetings related to librarianship or an appropriate subject discipline.
- Limited travel funds are available through the Libraries to help support these staff development purposes. (See Appendix for further information on the staff development travel program.)

6. Professional Development/Sabbatical Leave (F.A.C. 6C1-7.029(7), *Agreement: Article 22.1/22.3*).

- Non-tenure accruing staff may be eligible for professional development leave for the purpose of occupational renewal, planned travel, study, formal education, research, intellectual enrichment, writing or other experience of career value.

Section V. Professional Development Program

- Some library personnel use this opportunity to complete major research projects that have resulted in well-regarded publications.

7. Leave Program for Tenured Faculty.

- Tenured faculty may apply for professional development leave, as determined by the University, for one semester at full pay or one or two semesters at one-half pay.
- Leaves may be for two semesters at half pay or for one semester at full pay or equivalent for six or twelve months for twelve-month faculty.
- Full time tenured faculty members with at least six years of full-time service at the University are eligible for these leaves.
- The Sabbatical Committee, representatives from the Libraries, determines approval for one semester at full pay. The Director of the University Libraries approves request for two semesters at one half pay. (See Appendix 17 for details on Leave Procedures.)

8. Leave Program for Assistant-In, Associate-In, and Lecturer.

- This category of non-tenure earning faculty may apply for professional development leaves for two-semester at one half pay or for one semester at full pay or its equivalent for six months, or twelve months for twelve month faculty.
- Full time non-tenure eligible faculty members with at least three years of full-time service to the University are eligible for these leaves, except for the two-thirds pay leave for two semesters.
- Eligibility for the two-thirds pay leaves requires twelve or more years of continuous University service without compensated leave. The Director of University Libraries determines approval for these leaves.

V. A. Research and Creative Works

The University of Florida Administration requires that faculty have a research component as part of their assignment. Therefore, supporting research and publication is a high priority for the Libraries as a corollary to University rules and as a part of faculty development. The Dean of University Libraries and the Provost must approve any assignment for which there is no research component.

It is expected that faculty will assume primary responsibility for their professional growth and that the Libraries will make a joint contribution to assist them. Although the employee's primary responsibility is to fulfill assigned work responsibilities in the department, library faculty are expected to demonstrate evidence of professional growth by identifying and researching problems relating to bibliographic control, user services, management of complex operations or emerging technologies. The fruit of this research should be published, read to professional societies, or otherwise promulgated to the profession.

V. A. 1. Professional Development: Research, Scholarship and Creative Activity

The University of Florida Administration requires that faculty have a research component as part of their assignment. Therefore, supporting research and publication is a high priority for the Libraries as a corollary to University rules and as a part of professional development. The Dean of University Libraries and the Provost must approve any assignment for which there is no research component.

Section V. Professional Development Program

It is expected that faculty will assume primary responsibility for their professional growth. Although the employee's primary responsibility is to fulfill assigned work responsibilities, library faculty are expected to demonstrate evidence of professional growth by engaging in research, scholarship and creative activities relating to librarianship and/or subject areas. The fruit of this research should be published, read to professional societies, or otherwise promulgated to the profession.

When the librarian wishes to take more than 10% FTE professional development/research time, release time must be negotiated with the department chair or division director and a Professional Development/Research Proposal Form should be completed. In the Professional Development/Research Proposal Form and the Annual Assignment, the librarian will formalize the agreement and outline the intended research product and its dissemination to the profession.

If the research project requires more than 10% FTE, librarians should submit a completed Professional Development /Research Proposal Form to their department chair or division director.

- After approval from the department chair, the form will be forwarded to the division director who will make the final decision on the request.
- Upon approval of the proposal, the librarian's annual assignment will be changed, if necessary, to reflect the amount of time spent conducting research.
- If such a request is approved for a TEAMS or USPS employee, the employee's position description will be changed to reflect the change in activities.
- Criteria for approval of professional development/research proposals include:
 - degree to which results will benefit the Library, the University, the employee, and scholarship in general
 - need of the profession for breakthrough in this area
 - expertise of the applicant that would permit him or her to carry out the project successfully
 - outside funding (e.g., grant or joint project with an academic faculty member)
 - well thought-out publication prospects (in scope for proposed journal, etc.)
 - current work load of the employee and the department in general.
 - election or appointment to an administrative position in an appropriate association or scholarly society.

V. B. Development Leave/Sabbatical Programs

V. B. 1. Professional Development Leave and Sabbatical Programs

Under the provisions of the Collective Bargaining Agreement, sabbatical leave is available for tenured faculty. The decision regarding who is to be awarded the two-semester half pay leave or one-semester full pay leave for non-tenured faculty rests with the academic unit, however, the provisions of Article 20 of the Collective Bargaining Agreement must be considered.

The sabbatical/professional development leave application form, guidelines, and additional information on the types of awards can be found on the Provost's Office website at <http://aa.ufl.edu/resources/resources-for-faculty/sabbatical-and-professional-development-leaves/>.

Section V. Professional Development Program

One-semester half-pay leave is also available upon approval of the administration of the academic unit and authorization from the Office of Academic Affairs. This is an on-going program and is not part of this annual review and selection process.

A. Types of Leave

- **One Semester or Two Semester Full Pay** (or its equivalent) - Sabbatical Leave awarded by the University for tenured faculty.
- **One Semester Full Pay** (or its equivalent) - Professional Development Leave awarded by college or unit for non-tenure track faculty.
- **One Semester One-Half Pay** - Leave requests are also granted upon approval of library administration and the Office of Academic Affairs. This is an on-going program and is not part of this annual review and selection process. Please contact your dean's office for information.
- **Alternative Sabbatical (Pilot thru 2016-17)** - For in-unit tenured faculty only. Maximum award: \$50,000. For professional development that does not fit comfortably in a traditional sabbatical program. Examples: assignments shorter in duration than a sabbatical, special funding to support non-salary costs associated with a project (such as travel), special projects better done in a summer appointment.
- **Faculty Enhancement Opportunity (FEO)** - For out-of-unit faculty only. The FEO program follows a slightly different process and uses a different form from the other professional development opportunities. Details of the FEO program and the application form are available at <http://www.aa.ufl.edu/FEO>.

B. Purpose of the Leave Programs

A professional development leave or a sabbatical is granted to increase a faculty member's value to the University through enhanced opportunities for professional renewal, planned travel, study, formal education, research, writing, or other experience of professional value, not as a reward for service. No more than one faculty member in each department need be granted leave at one time.

Faculty applying or serving on the Selection Committee for these leave programs should familiarize themselves with Article 20 of the Collective Bargaining Agreement as it applies to the professional development leave programs. Please refer to the information and terms on the application form.

C. Eligibility

All tenured faculty in the bargaining unit who will have completed six years of full-time service (two-semester of full-time service count as one year) at the University of Florida prior to the Fall term of the applicable annual Sabbatical Leave Program are eligible for the leave programs.

Non-tenure track faculty, who have six or more years of full-time service at the University of Florida, will be eligible for the Professional Development Leave Program.

A faculty member employed on a contract or grant is eligible for the leave only if the terms of a contract and grant through which an employee may be compensated do not allow for such a leave.

A faculty member who has received a professional development leave is not normally eligible for another leave until they have completed at least six years of full-time continuous service since returning from the previous leave.

Section V. Professional Development Program

Alternative sabbaticals: tenured faculty may opt to apply at any time if not previously awarded an alternative sabbatical. Limit: One alternative sabbatical every three years. The alternative sabbatical is distinct and in lieu of a sabbatical and, if taken, it resets the sabbatical eligibility clock. If not awarded, it doesn't affect sabbatical eligibility.

D. Application Procedures

By October 15th, each applicant must submit a completed application for each specific leave she or he is applying for to the department chair. If applying for more than one leave, i.e., a one and a two-semester leave, applications must be completed for each leave requested. A brief one page description of the activities with a statement indicating the benefits of the proposed leave to the individual, the University, and the profession must be attached to the application form. The application must indicate the type of leave applied for and the date of the last professional development leave awarded. The application should indicate the applicant's preference for the type of leave, i.e. two-semesters at half-pay, two-semesters or one-semester (at full pay), or alternative sabbatical, and the semester(s) the leave will be taken. A summer session may be requested as one of the terms by 12-month faculty *only*.

The application must be accompanied by the Smathers Libraries Supplemental Application Form ([See Appendix of this handbook](#)) which includes an assessment from the department chair (or equivalent) who evaluates the benefits of the proposed leave to the individual, the University, and the profession, as well as assessing the feasibility and practicality of the proposed activities.

The application evaluation process at the departmental/college level will use the following formula:

- (a) the number of years of full-time faculty service at the University of Florida since the faculty member's last full-pay professional development leave/sabbatical at the University of Florida, multiplied by 1.75. If no previous full-pay leave, use total number of years of full-time faculty service at the University of Florida. In either case, count years of service prior to the Fall of application year. Summers are not considered;
- (b) chair's score (1 to 10 points);
- (c) committee's score (1 to 30 points). Each member of the committee rates each application from 1 to 30 points with 30 being the highest. The average for each application is used as the committee's score.
- (d) The committee ranks the applications from 1 to 10. The same ranking may be used twice if more than ten proposals are submitted.

E. Sabbatical Selection Committee:

Members of the Sabbatical Committee must be tenured, full-time faculty. They are nominated by the Library Faculty Assembly (LFA) Nominating Committee and elected in the Spring Semester at the same time as other LFA elections occur. The committee members select the chairperson. The charge of the Sabbatical Selection Committee is to evaluate all the leave applications and to select those recipients for consideration for the award of a professional development leave or sabbatical. No more than one faculty member in each department need be granted leave at one time.

The report of this committee will be sent to the Dean.

F. Selection Procedure

The Sabbatical Selection Committee will meet once all applications have been submitted by Department Chairs to evaluate the applications and submit a report addressed to the Dean via the Human Resources

Section V. Professional Development Program

Officer, of the results of the evaluation, including a listing of the names and rankings of all applicants for each of the leave programs. If there is more than one applicant for the professional development leave for non-tenured faculty then the committee will rank them as well. There should be a separate report of the results for each of the sabbatical and professional development leave programs (one for tenured and non-tenure earning faculty) and a separate listing for the one-semester applicants and the two-semester applicants.

The Committee, in ranking the applicants, will consider the benefits of the proposed program to the employee, the university and the profession; an equitable distribution of sabbaticals among departments or units; the length of time since the employee was relieved of duties for the purpose of research and other scholarly activities; and length of service since previous sabbatical or initial appointment.

The listings of those recommended for each of the programs should include the applicant's name, academic unit and department, the points awarded to each faculty member in descending order (from highest to lowest), the ranking by the Committee members, if different from the points listed, and relevant comments, if any. If an applicant is not recommended for a leave the reason should be explained in the report, e.g. the chair indicates that only one faculty member from the department or unit be awarded a leave or the proposal does not merit the award of a leave. The faculty member will be advised of the status of the leave recommendation by the Dean

The reports of the Selection Committee's review should be submitted to the Dean for approval.

G. Notification of Award

The Dean will announce the sabbatical decisions as soon as possible in the Spring Semester. The leave applications must be retained for one year after the report of the leave activities is filed for those awarded a leave and one year from the date of denial for those not awarded a leave. Then the files may be requested to be disposed of in accordance with the University policy regarding records.

H. Confirmation of Leave

Faculty who are awarded leave must notify the department chair and dean or division director in writing if they are able to accept the leave.

If for any reason a faculty member is unable to accept the leave or must make changes to the leave proposal, they should meet with their department chair to discuss what arrangements can or need to be made regarding the faculty member's assignment or the leave. Once a decision is made regarding the leave the faculty member should confirm, in writing, the decision with a copy to the Dean.

I. Terms of the Program

While on this leave program, the employee's salary will be one-half pay for the academic year for two semesters, depending on program awarded, or full-pay for one-semester. A summer session may be requested as one of the terms by 12-month faculty only. The leave may not extend beyond the academic year awarded.

Please note, any administrative stipends will be suspended while the employee is on sabbatical leave.

The employee must return to the University for at least one academic year following participation in the program. Agreements to the contrary must be produced in writing prior to participation. Return to the University of salary received during the program may be required in those instances where neither of the above is satisfied.

Section V. Professional Development Program

An employee on a leave program assignment will be evaluated on the leave activities in accordance with the provisions of the Collective Bargaining Agreement. It is incumbent on the employee to provide a copy of the written report in a timely manner to make such an evaluation possible.

Contributions normally made by the Board to State Group Life and Accidental Death and Dismemberment insurance, retirement and Social Security programs will be continued on a basis proportional to the salary received. Board contributions normally made to other employee insurance programs and any other employee benefit programs will be continued on a regular basis during the leave program. (It is suggested that employees check with the Fringe Benefits Office to make sure benefits are continued.)

Eligible employees will continue to accrue annual and sick leave on a full-time basis during the sabbatical.

While on leave, an employee will be permitted to receive funds for travel and living expenses, and other leave-related expenses, from sources other than the university, such as fellowships, grants-in-aid, and contracts and grants, to assist in accomplishing the purposes of the leave. Receipt of funds for such purposes will not result in reduction of the employee's university salary. If financial assistance is received in the form of salary, the University salary will normally be reduced by the amount necessary to bring the total income of the leave period to a level comparable to the employee's current year salary rate. Employment unrelated to the purpose of the professional development leave is governed by the provisions of Article 26, Conflict of Interest and Outside Activity. Employment while on leave which is unrelated to the purpose of the leave is governed by applicable outside employment/conflict of interest provisions.

J. Report of Leave Activities

Within 30 days of the leave being completed, the employee must provide to the department chair a concise written report of the employee's accomplishments during the sabbatical. This report must include information regarding the activities undertaken during the sabbatical, the results accomplished during the sabbatical as they affect the employee and the university, and research or other scholarly work produced or expected to be produced as a result of the sabbatical. The report becomes part of the annual evaluation process.

V. C. Mentoring Program

A. Purpose/Goals of program:

Assist new faculty in understanding and navigating the T&P process; assist new faculty in understanding the culture of the libraries; provide staff members pursuing or holding a degree in librarianship with adequate support in understanding the requirements necessary to secure a faculty position; provide a venue for seasoned faculty to share their knowledge and expertise with newer staff.

B. Eligibility to become a mentor:

- Any tenured faculty is eligible to be a mentor for tenure-track faculty.
- Any faculty is eligible to be a mentor for non-tenure track faculty and staff members pursuing or holding a degree in librarianship.

C. Eligibility to become a mentee:

- All tenure track faculty are required to participate in the Mentoring Program.

Section V. Professional Development Program

- All non-tenure track faculty and staff pursuing or holding a degree in librarianship may elect to participate in the mentoring program by completing a Mentor Request form.

D. Mentor selection process:

The selection of a mentor will be made jointly with input from the appropriate dean, department chair, supervisor, employee and HR representative.

E. Duration of mentoring relationship:

- For tenure-track faculty the mentoring relationship will last until the mentee has submitted the T&P packet.
- For non-tenure track faculty and staff pursuing or holding a degree in librarianship – the mentoring relationship will last 1 year with the option of renewal if requested.

F. Level of interaction:

The level of interaction between a mentor and mentee is flexible and is mutually agreed upon by each pair. It is however recommended that the participants meet at least once a month and participate in training opportunities provided through the Libraries' Training program.

G. Feedback mechanism:

During the annual faculty evaluation the supervisor or department chair will solicit feedback on how well the mentor/mentee assignment is working out. If it is determined that a new mentor/mentee pairing is desired, the supervisor or department chair should contact the HR Office to coordinate a change.

H. Formalizing the program:

For mentors the mentoring relationship will be considered Service to the Libraries and the Mentoring Agreement will become part of their annual activity report.

The Mentoring Agreement and Mentor Request for Non-Tenure Accruing Faculty forms are available in the [Appendix](#) of this handbook.

Section VI. Appendix of Forms and Letters

VI. Appendix of Forms and Letters

- A. [Semester Faculty Assignment Report \(FAR\) - Library Instructions](#)
- B. [Faculty Annual Evaluation Cover Sheet](#)
- C. [Annual Activity Report Form](#)
- D. [Samples of Annual Assignments and Goals](#)
 - a. [Sample 1](#)
 - b. [Sample 2](#)
- E. [Vita Format](#)
- F. [Sample Annual Performance Evaluation Letter](#)
- G. [Evaluation Rating Level Definitions](#)
- H. [Professional Development Program Forms](#)
 - a. [Sabbatical Leave Application Form](#) (On Academic Affairs Site)
 - b. [Sabbatical Supplemental Application Form](#)
 - c. [Research Proposal Form](#)
 - d. [Research Funding Request Form](#)
 - e. [Application Evaluation Form](#)
- I. [Sample Letters for Referee Request](#)
 - a. [Referee Letter for Promotion](#)
 - b. [Referee Letter for Tenure](#)
 - c. [Referee Letter for Tenure and Promotion](#)
 - d. [Referee Letter for Non-Tenure Accruing Promotion](#)
- J. [Tenure and Promotion Coversheet for Midterm Review](#)
- K. [Sample Emeritus Letter](#)
- L. [Mentoring Forms](#)
 - a. [Mentoring agreement](#)
 - b. [Mentor Request - for non-tenure accruing faculty and staff pursuing or holding a degree in librarianship](#)