

<http://cms.uflib.ufl.edu/cdh/chaptertwo>

## 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.

<http://cms.uflib.ufl.edu/cdh/criterionone.aspx>

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

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

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

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

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

### **Promotion to University Librarian:**

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

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

### **Indicators**

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

#### **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
- 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

<http://cms.uflib.ufl.edu/cdh/criteriontwo.aspx>

## **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 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 non-refereed publications that are influential or pioneering
- Papers and/or abstracts published in conference proceedings
- Scholarship such as authored or edited monographs, chapters in books, SPEC Kits, white papers, or technical reports
- Participation in grant-funded projects, interdisciplinary research teams, or other types of research funding
- Digital scholarship, publicly engaged scholarship, and/or collaborative scholarship activities, particularly those resulting in peer-reviewed products
- Exhibitions associated with library collections
- Editorial activity on behalf of scholarly journals and other publications

- Papers, lectures, speeches, workshops, demonstrations, or posters presented at conferences, professional meetings, symposia, or workshops
- Participation in professional conferences as a session moderator, panelist, or program developer
- Recognition or awards related to research, scholarship and creative activity
- Standards, best practices and technical documents representing creative, innovative, and research-based activities and disseminated in formats that have the most impact on their intended audiences
- Library documents, websites, blogs, videos, educational modules, and other works which are typically disseminated widely and represent significant research, scholarly analysis, interpretation and/or creativity
- Development of original techniques or technologies (e.g., software, web applications, etc.)

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

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

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

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

<http://cms.uflib.ufl.edu/cdh/criterionthree.aspx>

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

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

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

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

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

#### **Promotion to University Librarian:**

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

Associate 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

<http://cms.uflib.ufl.edu/cdh/tenureguidelines.aspx>

## II. D. 2. Tenure and Promotion Committee Guidelines

### I. 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.

### II. Referenced Documents

- A. University of Florida Administrative Regulation 7.019
- B. Comparison of Library Ranks
- C. Criteria for Tenure and Promotion to Associate or University Librarian

### III. Procedures

#### A. 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.

#### B. 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.

#### C. 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. Research, Scholarship and Creative Activity, and III. Service to the Libraries, the University, the State, and the Profession. Distinction must be demonstrated in the first two criteria. The candidate must also exhibit strong performance in the third criterion.

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<http://cms.uflib.ufl.edu/cdh/annualeval>

#### **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.

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#### **C. Criteria**

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

#### **D. 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

#### **A. 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.

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<http://cms.uflib.ufl.edu/cdh/development>

## V. Professional Development Program

University of Florida Libraries provide staff 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.

### 1. 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.

#### 1.1 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.

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<http://cms.uflib.ufl.edu/cdh/research>

### **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.

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.

<http://cms.uflib.ufl.edu/cdh/tenureprocess>

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

### **A. Introduction**

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

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#### **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.