

ARTICLE 21
PROMOTIONS FOR TENURE-EARNING AND TENURED FACULTY

21.1 Policy.

- (a) Promotion decisions shall be based on established University promotion criteria as interpreted and clarified by each department/unit in guidelines adopted pursuant to Article 9 to clarify the application of those criteria in terms appropriate or specific to the department's discipline(s).¹⁴ Such decisions shall reflect assessments that are not merely a totaling of a faculty member's annual performance evaluations but an assessment of the faculty member's performance since his/her last promotion or since his/her hiring (if there is no previous promotion). The rating of Meets Expectation on an annual performance evaluation is not necessarily reflective of successful progress toward promotion. In addition, such decisions shall reflect a demonstration of the faculty member's potential for growth and scholarly contributions by means of the faculty member's written statement articulating an agenda for continuing research/scholarship/creative activity. If there has been no previous UNF promotion, the promotion decision shall also include an assessment of the faculty member's applicable accomplishments at other institutions.
- (b) Faculty members who have been evaluated as meeting the criteria for promotion pursuant to the procedures contained herein shall be promoted.
- (c) Promotion criteria and the guidelines adopted pursuant to Article 9 that clarify the application of those criteria shall be available in the department/unit and at the college/unit level, as well as provided to the UFF-UNF President. Each faculty member shall be provided a copy of the University promotion criteria and the guidelines that clarify the application of those criteria under which he/she will be evaluated.

21.2 Promotion Eligibility.

- (a) Promotion shall be through the faculty member's department/unit, and faculty members shall carry their rank with them if they change departments.
- (b) To be eligible to apply for promotion, a faculty member must have completed the following minimum number of years of full-time academic duties in rank:
 - (1) Assistant Professor to Associate Professor — three (3) years at UNF
 - (2) Associate Professor to Professor — four (4) years, with no fewer than three (3) years at UNF. Credit for a maximum of one year of full-time academic duties at the Associate Professor rank for faculty members hired

¹⁴ Section 447.209, Florida Statutes, reserves to the University, as the public employer, the right to unilaterally determine the standards of service to be offered by the University.

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at that rank shall be determined at the time of appointment by the Provost and Vice President for Academic Affairs and shall be specified in the employment contract.

(c) **Service for the Purpose of Promotion Eligibility**

- (1) Full-time service for the purpose of promotion eligibility shall mean employment at 1.0 FTE during at least thirty-nine (39) weeks of any calendar or academic-year contract. Employment for one semester shall constitute one-half year of promotion-earning service.
- (2) Part-time service of a faculty member employed at least one semester in any twelve (12) month period shall be accumulated. For example, two (2) semesters of half-time service shall be considered one-half year of service toward the period of promotion-earning service.

21.3 University Criteria for Promotion. The decision to award promotion to a faculty member shall be a result of his/her meritorious performance and shall be consistent with the University's promotion criteria and the guidelines adopted pursuant to Article 9 that clarify the application of those criteria. These judgments of academic performance are complex. They cannot easily be reduced to a quantitative formula, nor can the considerations that must be applied in each individual case be completely described in general terms or by numbers alone, separate from necessary qualitative assessments.

- (a) The faculty member's accomplishments elsewhere which are applicable to the UNF promotion criteria shall be considered in addition to his/her performance during his/her service at the University.

(b) **Promotion Criteria.**

- (1) The criteria for promotion from Assistant Professor to Associate Professor are the same as the criteria for tenure and are contained in Article 19 Tenure. However, a faculty member may be initially employed as an Associate Professor and not be granted tenure. In that event, tenure will be granted only upon satisfaction of the criteria contained in Article 19, Tenure. The University values both basic and applied forms of scholarship. The University recognizes teaching, research, and service that engages and impacts local, regional, national, and/or global communities.
- (2) Promotion from Associate Professor to Professor requires that the candidate be an outstanding teacher, be an outstanding scholar, and demonstrate continuing meaningful contributions in service. The University values both basic and applied forms of scholarship. The University recognizes teaching, research, and service that engages and impacts local, regional, national, and/or global communities.

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- a. Outstanding teaching is evidenced by an overall record of high quality teaching. High quality teaching is demonstrated by evidence of effectiveness in presenting knowledge and skills, in stimulating students' critical thinking and/or creative abilities, and the development or revision of curriculum and course structure.
 - b. Outstanding scholarship is evidenced by an ongoing agenda of inquiry that has resulted in a body of published scholarly or creative works of high quality. This body of works typically must be significantly greater than the body of works that resulted in the faculty member's promotion from Assistant Professor to Associate Professor.¹⁵
 - c. Making continuing meaningful contributions in service is evidenced by a record of active participation in University governance through committees and otherwise, as well as a record of active service to one's professional discipline and the broader public which may occur at the local, state, national, and international levels.
- (c) The promotion decision shall also take into account the following:
- (1) Annual assignments and annual performance evaluations;
 - (2) No fewer than two letters of external evaluation addressing the candidate's research/scholarly/creative activity, along with the curriculum vitae of the evaluators.¹⁶ The candidate shall submit a list of between five and seven names to the chair, who shall be responsible for choosing the individuals who will be requested to submit letters of evaluation. If two people from the list submitted by the candidate do not agree to serve as evaluators, the candidate

¹⁵ It is expected that a faculty member will remain productive following promotion to Associate Professor. Candidates for promotion to Professor who exceeded the standard of excellence in their promotion to Associate Professor will be required to meet the same standard of outstanding that all candidates must meet in order to be promoted to Professor.

¹⁶ Letters from external reviewers are intended to be unbiased evaluations from recognized scholars in the field. External reviewers for candidates for promotion shall hold the rank of Associate Professor, Professor, or a position of comparable scholarly expertise. These letters shall not be solicited from individuals with whom a very close personal or professional relationship exists, such as the candidate's dissertation director, or a co-editor of a publication that is being counted as scholarship in the dossier. The candidate shall notify his/her chair not later than June 1 of his/her intent to present his/her dossier for promotion review. External reviewers should be sent the candidate's curriculum vitae and copies of those scholarly and/or creative works along with any other materials or information that the candidate and his/her department chair have agreed to send. The department chair shall indicate in a letter to external reviewers the timeline for the candidate's dossier review process, and shall request that the reviewer address only the quality of the candidate's scholarship, such as its importance as a contribution to the field. Because the requirements for promotion at the reviewer's home institution may be significantly different from those at UNF, it should be made clear to the reviewer that he/she is not to address the issue of promotability.

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shall submit additional names, as necessary, until two people have agreed to serve.

- (3) The contributions the faculty member has made to the academic unit (program, department/unit, college/unit, and University), based upon his/her entire record of performance in teaching, research/scholarship/creative activity, and service over the period since his/her promotion (or if there has been no previous UNF promotion, over the faculty member's entire period of service at UNF).
- (4) The faculty member's written statement articulating an agenda for continuing research/scholarship/creative activity.
- (5) Whether the faculty member has engaged in either a pattern of behavior or a single, egregious instance of behavior that disrupts or obstructs the orderly and effective functioning of the department, college, or University. Documentation of such disruptive or obstructive behavior must be made in a timely manner and placed in the faculty member's evaluation file. This section shall not be construed or used to limit the faculty member's right to exercise his/her academic freedom.

21.4 **Changes in University Promotion Criteria or the Guidelines Adopted Pursuant to Article 9 that Clarify the Application of those Criteria.**

- (a) The faculty and chair of each unit shall periodically review the guidelines for application of the University promotion criteria pursuant to Article 9.
- (b) Changes in University promotion criteria or in the guidelines adopted pursuant to Article 9 that clarify the application of those criteria shall not become effective until one (1) year following adoption of the changes, unless mutually agreed in writing by the University President or designee and the UFF-UNF President. The date of adoption shall be the date of ratification.
- (c) Faculty members shall be evaluated for promotion under the criteria that exist as of the deadline by which the faculty member is required to notify the chair/comparable supervisor that he/she is a candidate for promotion. However, if new or changed University promotion criteria or guidelines adopted pursuant to Article 9 that clarify the application of those criteria have been adopted within three (3) years preceding the deadline, the faculty member may elect to be evaluated under the promotion criteria that existed prior to such addition or change. The election must be made not later than the deadline by which the faculty member is required to notify the chair/comparable supervisor that he/she is a candidate for promotion.

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21.5 Progress Toward Promotion. Each tenure-earning faculty member who holds the rank of Assistant Professor shall be apprised annually in writing by his/her chair regarding the faculty member's progress toward promotion. In addition, any faculty member holding the rank of Associate Professor may request an appraisal in writing by his/her chair regarding the faculty member's progress toward promotion. The faculty member may make such request not more frequently than once per year. Except as modified below, the tenure appraisal process provided in Section 20.7(a) of the Tenure article shall serve this purpose for tenure-earning faculty.

- (a) The dean shall review and approve the promotion appraisal.
- (b) The promotion appraisal shall be included as a separate component of the annual evaluation and is intended to provide assistance and guidance to the faculty member to help him/her achieve promotion.
- (c) The chair's appraisal shall specify whether the faculty member is making appropriate and satisfactory progress toward achieving promotion according to the University's promotion criteria and the guidelines adopted pursuant to Article 9 that clarify the application of those criteria. The appraisal shall mention any deficiency in the faculty member's performance that the chair believes may adversely affect the faculty member's ability to achieve promotion.
- (d) If the appraisal identifies a deficiency in the faculty member's performance, the chair shall make timely relevant recommendation(s) for improvement.
- (e) The faculty member may request, in writing, a meeting with an administrator at the next higher level to discuss concerns regarding the promotion appraisal that were not resolved in previous discussions with the evaluator.
- (f) The chair's appraisals are not binding upon the University.

21.6 Initiation of the Promotion Process.

- (a) The promotion process begins when the appropriate department chair or comparable supervisor (hereinafter "department chair") notifies the faculty member of his/her eligibility for promotion or the faculty member provides the department chair written notification of candidacy.
- (b) Candidates for promotion shall be provided a copy of the University promotion procedures checklist, the guidelines adopted pursuant to Article 9 that clarify the application of University promotion criteria, and any other necessary materials, information, and forms.
- (c) The department chair shall advise the candidate in the preparation of the promotion dossier.
- (d) **Promotion Dossier.**

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- (1) The candidate shall be responsible for ensuring that all pertinent information is included in the promotion dossier and for ensuring that the dossier is complete.
- (2) The only documents that may be considered in making a promotion recommendation are those contained or referenced in the promotion dossier.
- (3) Beginning Fall 2017, a candidate for promotion shall submit his/her dossier (“packet”) in the UNF adopted electronic system. The promotion dossier shall include evidence which supports his/her candidacy. The candidate shall ensure that the dossier includes all of the following materials in the order specified:
 - a. A signed statement by the candidate attesting to the accuracy of the information included in the dossier
 - b. A copy of the guidelines adopted pursuant to Article 9 that clarify the application of University promotion criteria
 - c. The candidate’s current curriculum vitae
 - d. A copy of the candidate’s annual assignments, including the department chair’s indication of the proportions of the candidate’s assignments that have been devoted to teaching, scholarship, and service
 - e. A copy of the candidate’s annual evaluations
 - f. A summary and discussion by the candidate of significant teaching and curriculum efforts, including but not limited to a summary of evaluations of his/her teaching by students and academic colleagues through University-sanctioned methods such as survey instruments, questionnaires, and in-class visitations, observations, and interviews
 - g. A summary and discussion by the candidate of his/her research/scholarship/creative activity, publication record, and agenda for continuing research/scholarship/creative activity
 - h. A summary and discussion by the candidate of his/her professionally related service activities
 - i. All letters received from departmental faculty, which are submitted by the deadline. These letters are intended to focus solely on the

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candidate's teaching, research/scholarship/creative activity, or service. Only the portions of the letters that focus on the candidate's teaching, research/scholarship/creative activity, or service shall be considered in the promotion recommendations and decision.

- j. If desired by the candidate, no more than seven (7) other letters of recommendation, which may include letters of support from community partners or those who can attest to the faculty member's instructional activities, research, and/or service engagement and impact on local, regional, national, and/or global communities.
- k. At least two (2) external letters of evaluation regarding the candidate's scholarship/research/creative activity, along with the curriculum vitae of the evaluators, as prescribed in Section 20.5 (d)(2)
- l. A section for the insertion of the assessments and recommendations of the Department Promotion and Tenure Committee, the department chair, the dean, the University Promotion and Tenure Committee, and the Provost and Vice President of Academic Affairs

(4) **Alterations to the Promotion Dossier.**

- a. Once the dossier has been compiled by the candidate and submitted to the department chair, no material shall be removed from the promotion dossier. However, the chair, dean, or provost shall remove materials proven to be contrary to fact or in violation of this Agreement. This section shall not authorize the removal of materials from the promotion dossier when there is a dispute concerning a matter of judgment or opinion rather than fact. Any changes to the dossier shall be recorded in the Activity Log and the log will be made available to the candidate during the process.
- b. Once the dossier has been compiled by the candidate and submitted to the department chair, the candidate may not introduce new information into the dossier but may update information already in the dossier
- c. No materials shall be added to the promotion dossier after this point without the candidate's consent, except:

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1. The written assessments and recommendations of faculty committees and administrators who are charged with making recommendations regarding the candidate's promotion application, and the candidate's response to these, if any;
 2. Clarification, documentation or validation of assertions made by the candidate in the dossier, when requested in writing by reviewing faculty committees and administrators;
 3. Information as specified in Section 21.6 (d)(3) above, which may have been inadvertently omitted; and
 4. Timely submitted letters from department faculty as provided in Section 21.6 (d)(3)l.
- d. No candidate shall be required to provide additional information or materials not referenced in Section 21.6 (d)(3), above, or 21.6 (d)(4)c., nor shall the candidate be penalized or disadvantaged for refusing to provide such information or materials.
- e. Prior to the consideration of the candidate's promotion dossier and at any point in the review process, the candidate shall have the right to review upon request the contents of the promotion dossier and may attach a brief and concise response to any materials therein.
- f. If any material is added to or changed in the dossier after the commencement of consideration, the date shall be recorded in the Activity Log, and a copy of the log shall be sent to the candidate within five (5) days. The candidate may attach a brief response within five (5) days of his/her receipt of the added or changed material. The promotion dossier shall not be forwarded until either the candidate submits a response or five (5) days have elapsed from the date of receipt of the additional or changed materials by the candidate, whichever occurs first.
- (5) Except by consent of the candidate, there shall be no anonymous material in the promotion dossier except for numerical summaries of student evaluations that are part of the regular evaluation procedure of classroom instruction and/or written comments from students obtained as part of that regular evaluation procedure. If written comments from students in a course are included in the promotion dossier, all of the comments obtained in the same course must be included.

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- (6) The contents of the promotion dossier shall only be available for inspection by the candidate, the candidate's representative, University officials who use the information in carrying out their responsibilities, the Department Promotion and Tenure Committee and the University Promotion and Tenure Committee, which are charged with the responsibility of evaluating the candidate's performance. Faculty members in the candidate's department who may choose to write letters of recommendation and/or who participate in the department vote shall also have access to the dossier. In addition, the candidate may grant access to the dossier to a faculty member from another department from whom he or she has requested a letter of recommendation.

21.7 Promotion Review and Recommendation Procedures. The only documents that shall be considered in making a promotion recommendation are those contained or referenced in the promotion dossier and in the candidate's Evaluation File. Recommendations for the awarding of promotions shall include the following levels of review:

(a) Department Promotion and Tenure Committee

- (1) Each department shall constitute a promotion and tenure committee which shall include all tenured faculty members covered by this Agreement. Provided, however, if the candidate is applying for promotion to full professor, the committee shall consist only of tenured in-unit full professors. Faculty members who are on paid or unpaid leave will be considered unavailable to serve. Faculty members who are unavailable to serve shall not be eligible to vote on the candidate's qualifications for promotion. In cases where the total number of committee members is less than three (3), the chair, after consulting with the dean, shall appoint eligible faculty members from a different but closely-related discipline to fill those vacancies, up to three (3) total members. Each department shall develop provisions governing the formation and conduct of the Department Promotion and Tenure Committee. The department chair and the candidate shall not be a member of the committee.
- (2) The Department Committee's function shall be to review each candidate's promotion dossier, to provide a separate written assessment of the candidate's qualifications for promotion, and to provide a written recommendation to the department chair. This written assessment and recommendation, which shall become a part of the candidate's promotion dossier, shall include a description of the Committee's procedures, a discussion of the candidate's qualifications for promotion with reference to the University promotion criteria and the guidelines adopted pursuant to Article 9 that clarify the application of those criteria, and the result of the vote taken by the Committee. The vote shall be conducted in a lawful manner which is intended to assure a free and voluntary exercise of choice.

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- a. Judgments of academic excellence are complex. They cannot easily be reduced to a quantitative formula, nor can the considerations that must be applied in each individual case be completely described in general terms or by numbers alone, separate from necessary qualitative assessments.
 - b. The Committee's written assessment and recommendation must therefore address the breadth and depth of the candidate's accomplishments, or the combinations of such accomplishments, in teaching, research/scholarship/creative activity, and professional service that qualify as excellent.
 - c. With respect to research/scholarship/creative activity, the Committee's written assessment and recommendation must address the relative value of the different categories of the candidate's research/scholarly/creative activity and the outlets in which the candidate has published, exhibited, or performed.
- (3) The Department Committee shall submit its assessment and recommendation and forward a copy of its assessment and recommendation to the candidate, who shall have five (5) days from receipt to submit a written response. The candidate's response, if any, shall be submitted by the Committee Chair to the promotion dossier.
 - (4) The Department Committee shall not forward the promotion dossier to the department chair until either the candidate submits a response or the five (5) day period for responding expires, whichever occurs first.
- (b) **Department Chair**
- (1) The department chair shall review all procedural and substantive matters for completeness in order to ensure that the Department Promotion and Tenure Committee has met its responsibilities.
 - (2) After reviewing each candidate's promotion dossier and considering the written assessment and recommendation of the Department Promotion and Tenure Committee, and the candidate's written response, if any, the department chair shall submit a written assessment of the candidate's qualifications with reference to the University's promotion criteria and the guidelines adopted pursuant to Article 9 that clarify the application of those criteria, and shall make a positive or a negative recommendation. The department chair's written assessment and recommendation shall also report the vote of the faculty members noted in (a) (2) and (b)(2).

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- (3) The department chair shall meet with each candidate to give the candidate a copy of his/her written assessment and recommendation, prior to sending a copy to the Department Promotion and Tenure Committee chair, to be shared with the other members of the committee. The department chair shall discuss with the candidate both the chair's assessment and recommendation and that of the Department Promotion and Tenure Committee.
- (4) The candidate shall have five (5) days from receipt of the department chair's assessment and recommendation to submit a written response. The chair shall submit the candidate's response, if any, to the promotion dossier.
- (5) The department chair shall not forward the promotion dossier to the dean until either the candidate submits a response or the five (5) day period for responding expires, whichever occurs first.

(c) Dean

- (1) The dean shall review all procedural and substantive matters for completeness in order to ensure that the Department Promotion and Tenure Committee and the department chair have met their responsibilities.
- (2) If the promotion recommendations of the Department Promotion and Tenure Committee and the department chair disagree, the dean shall meet jointly with the Committee and the department chair no later than two weeks following receipt of the dossier to discuss the differing recommendations. Upon the faculty member's written request, the dean shall also meet with the candidate to discuss the promotion recommendations of the Department Promotion and Tenure Committee and the department chair and to correct any misunderstanding or misinformation.
- (3) After reviewing each candidate's promotion dossier and considering the written assessments and recommendations of the Department Promotion and Tenure Committee and the department chair, and the candidate's written responses, if any, the dean shall submit a written assessment of the candidate's qualifications for promotion with reference to the University's criteria for promotion and the guidelines adopted pursuant to Article 9 that clarify the application of those criteria, and make a positive or a negative recommendation. The dean's written assessment and recommendation shall point out if his/her recommendation differs from that of the Department Promotion and Tenure Committee, the department chair, or both, and shall include confirmation that all procedural and substantive responsibilities of the Committee and the department chair have been met.

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- (4) The dean shall forward a copy of his/her assessment and recommendation to the candidate, the department chair, and the chair of the Department Promotion and Tenure Committee to be shared with other members of the committee. The candidate shall have five (5) days from receipt to submit a written response. The candidate's response, if any, shall be included in the promotion dossier.
- (5) The dean shall not forward the dossier to the Provost and Vice President for Academic Affairs until either the candidate submits a response or the five (5) day period for responding expires, whichever occurs first.
- (6) In cases in which the dean's recommendation differs from the recommendations of the Department Promotion and Tenure Committee, the department chair, or both, the Provost and Vice President for Academic Affairs (hereinafter "Provost") shall retain those promotion dossiers and meet jointly with the Committee, the department chair, and the dean. Following this meeting, the Provost shall forward the dossiers to the University Promotion and Tenure Committee.

(d) **University Promotion and Tenure Committee**

- (1) The University Promotion and Tenure Committee shall consist of eleven tenured faculty (who are covered by this Agreement) at the Associate Professor or Professor rank who do not have line authority over promotion decisions and are not personally related to candidates for promotion: one faculty member holding the rank of Professor from each of the colleges and the remaining faculty members at large holding the rank of either Professor or Associate Professor.
 - a. No candidate being considered by the Committee for promotion may serve on the Committee.
 - b. The term of office for each member on the Committee shall be two (2) academic years. In order to provide the staggering of terms within the Committee, the election for 2008-09 was conducted as follows: the representatives from the Brooks College of Health, the College of Education and Human Services, and three at-large members were elected for a one-year term, and the representatives from the College of Arts and Sciences, the Coggin College of Business, and the College of Computing, Engineering, and Construction, and three at-large members were elected for a two-year term.
 - c. In subsequent alternate years, five members (the representatives from the Brooks College of Health, the College of Education and

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Human Services, and three at-large members) or six members (the representatives from the College of Arts and Sciences, the Coggin College of Business, and the College of Computing, Engineering, and Construction, and three at-large members) shall be elected.

- d. No later than March 31, the UFF Executive Board shall collect nominations as are necessary to fill all vacancies scheduled to occur on the University Promotion and Tenure Committee. The procedure for electing members to this committee shall be as follows:
 1. The UFF-UNF President shall advise the UFF Executive Board members of all vacancies occurring.
 2. No later than March 17, the UFF Executive Board or designees shall canvass the colleges (preferably by email) for nominees among the tenured faculty (who are covered by this Agreement) who consent to run. The UFF Executive Board shall also notify the Provost and deans that the process of canvassing has begun. Any additional nominations, submitted to the UFF President by email by March 31, shall be accepted.
 3. Elections shall be held on the second consecutive Wednesday and Thursday of April at a posted time and place on campus. Elections may be conducted by electronic means through the submission of online ballots.
 4. Ballots shall be counted at a posted time and place on campus by two members of the UFF Executive Board as soon as possible after the election. The University Administration shall designate two (2) observers for the ballot count.
 5. The list of successful candidates and alternates (the tenured faculty members with the next highest number of votes) shall be sent to the University Administration and posted on the UFF-UNF website.
 6. Election of members of the University Promotion and Tenure Committee shall be decided by plurality vote of the tenured and tenure-earning faculty (who are covered by this Agreement), meaning that the candidates will fill the positions in the order of the number of votes that they receive.

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- e. If a member of the Committee is unable to fulfill the two-year term of office, the vacancy shall be filled from the list of alternates referenced in 21.7 (d)(1)d 5. above, starting with the alternate from the appropriate college or at large category with the highest number of votes. If there is no alternate from the appropriate college or at large category, the UFF Executive Board shall recommend tenured candidates from the vacant college or at large category to the University President and the UFF-UNF President, who shall then appoint a mutually acceptable tenured faculty member to fill that vacancy.
- (2) The University Promotion and Tenure Committee shall receive the promotion dossier from the Provost once he/she has verified that the Department Promotion and Tenure Committee, the department chair, and the dean have fulfilled their procedural and substantive responsibilities.
 - (3) The Provost shall meet with the University Promotion and Tenure Committee before it begins its evaluation of the promotion dossiers in order to give the committee its charge and to explain and clarify its procedural and substantive responsibilities according to this Agreement. The UFF-UNF President shall attend that meeting as an observer. Prior to convening and charging the University Promotion and Tenure Committee, the Provost shall meet with the UFF-UNF President to discuss the information he/she intends to present to the University Promotion and Tenure Committee.
 - (4) The University Promotion and Tenure Committee shall evaluate each promotion dossier according to the University's promotion criteria and the guidelines adopted pursuant to Article 9 that clarify the application of those criteria. Committee members, with guidance from the Committee chair, shall avoid consideration of irrelevant or extraneous information. On the University Promotion and Tenure Committee only tenured faculty members (who are covered by this Agreement) holding the rank of full professor shall vote on cases of promotion to Professor.
 - (5) After reviewing each candidate's promotion dossier and considering the written assessments and recommendations of the Department Promotion and Tenure Committee, the department chair, and the dean, and the candidate's written responses, if any, the members of the University Promotion and Tenure Committee shall submit a written assessment of the candidate's qualifications for promotion with reference to the University's criteria for promotion and the guidelines adopted pursuant to Article 9 that clarify the application of those criteria, and shall make a positive or a negative recommendation with a copy to the department chair.

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- (6) The University Promotion and Tenure Committee Chair shall forward a copy of the Committee's assessment and recommendation to the candidate, who shall have five (5) days from receipt to submit a written response. The candidate's response, if any, shall be included in the promotion dossier.
- (7) The chair of the University Promotion and Tenure Committee shall not forward the promotion dossier to the Provost until either the candidate submits a response or the five (5) day period for responding expires, whichever occurs first.
- (8) The University Promotion and Tenure Committee shall give an accounting to the faculty at large of the number of positive and negative recommendations for promotion it gave to the Provost. The Committee shall also provide a report to the UFF delineating its positive or negative recommendations for promotion by rank and college. Committee members shall not report to any body information regarding their deliberations on individual candidates, unless it is required as part of a formal grievance hearing or other administrative or judicial forum.

(e) Provost and Vice President for Academic Affairs

- (1) After the University Promotion and Tenure Committee has submitted its written assessments and recommendations, the Provost shall meet with the Committee to discuss each candidate's promotion dossier.
- (2) After reviewing each candidate's promotion dossier and considering the written assessments and recommendations of the Department Promotion and Tenure Committee, the department chair, the dean, and the University Promotion and Tenure Committee, and the candidate's written responses, if any, the Provost shall submit to the candidate (with a copy to the chair) a draft written assessment of the candidate's qualifications for promotion with reference to the University's criteria for promotion and the guidelines adopted pursuant to Article 9 that clarify the application of those criteria, and shall make a positive or a negative recommendation. The assessment shall confirm that all procedural and substantive responsibilities have been fulfilled.
- (3) Within five (5) days of receipt of the draft written assessment, the candidate may submit a written response or schedule a meeting with the Provost to discuss the candidate's qualifications for promotion, the procedures used in consideration of the candidate's case, and the Provost's recommendation.
- (4) The Provost shall forward a copy of his/her final assessment and recommendation to the candidate after the candidate submits a response to

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the draft written assessment or after the five-day period for responding expires, whichever occurs first. The candidate shall have five (5) days from receipt of the final assessment and recommendation to submit a written response. The candidate's response, if any, shall be included in the promotion dossier.

- (5) The Provost shall not forward the promotion dossier to the President until either the candidate submits a response or the five (5) day period for responding expires, whichever occurs first.
 - (6) The Provost shall also forward his/her final assessment and recommendation to the candidate's dean and department chair, and to the chairs of the University Promotion and Tenure Committee and the Department Promotion and Tenure Committee, who shall share it with other members of their committees.
 - (7) Following the submission of both the Provost's final assessments and recommendations to the President and the President's subsequent recommendation to the Trustees, the Provost shall make a report to the faculty at large delineating the positive or negative recommendations for promotions in comparison to those forwarded by the University Promotion and Tenure Committee and the number of withdrawals from the promotion process. The Provost shall also provide a report to the UFF delineating the positive or negative recommendations for promotion in comparison to those forwarded by the Department Promotion and Tenure Committee, the Department Chair, the Dean, the University Promotion and Tenure Committee, the Provost, and the President, by rank and college, and the number of withdrawals from the promotion process by rank and college.
- (f) **President.** After reviewing each candidate's promotion dossier and considering the written assessments and recommendations of the Department Promotion and Tenure Committee, the Chair, the Dean, the University Promotion and Tenure Committee, the Provost, and the candidate's written responses, if any, the President shall make a final decision whether to award promotion. The President or designee shall notify the faculty member in writing as soon as possible, but no later than ten (10) days after the date of the decision. A copy of the President's decision shall also be sent to the Provost, the Dean, the Chair, the Chair of the University Promotion and Tenure Committee, who shall share it with the other members of the Committee, and the Chair of the Department Promotion Committee, who shall share it with the other members of the Committee.
- (g) Following the submission of both the Provost's final assessments and recommendations to the President and the President's final decisions, the Provost shall make a report to the faculty at large delineating the positive or negative recommendations for promotion in comparison to those forwarded by the

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University Promotion and Tenure Committee and the number of withdrawals from the promotion process. The Provost shall also provide a report to the UFF delineating the positive or negative recommendations for promotion in comparison to those forwarded by the Department Promotion and Tenure Committee, the Department Chair, the Dean, the University Promotion and Tenure Committee, the Provost, and the President, by rank and college, and the number of withdrawals from the promotion process by rank and college.

- (h) Allegations of procedural deficiencies shall be subject to the grievance procedure; however, the final decision of the Trustees as to promotion is not subject to an arbitrator's decision.

21.8 Promotion Decision.

- (a) The President shall award promotion. The President or designee shall notify the faculty member in writing of the decision as soon as possible, but no later than ten (10) days after the date of the decision.
- (b) If a faculty member is denied a promotion and makes a written request to the President within twenty (20) days after receipt of notification of denial, the President or designee shall provide the faculty member with a written explanation of the reasons why promotion was not granted. The written explanation shall be provided within twenty (20) days of the faculty member's request.
- (c) Within thirty-five (35) days after the promotion decisions, the promotion dossiers shall be returned to the faculty members. However, if a grievance has been filed, a copy of the promotion dossier shall be provided to the grievant, and the Provost shall retain the original promotion dossier until final disposition of the grievance.
- (d) Allegations of procedural deficiencies shall be subject to the grievance procedure; however, the final decision of the President as to promotion is not subject to an arbitrator's decision.

21.9 Withdrawal From the Process.

- (a) A candidate for promotion may withdraw, without prejudice, at any stage in the process before March 15 or before the Provost submits his/her final assessment and recommendation to the President, whichever is later.
- (b) If a candidate withdraws from consideration, the promotion dossier (including all assessments and recommendations) shall be downloaded and returned to the candidate. The electronic copy shall be deleted from the system upon request.

21.10 **Promotion Salary Increase.** The University Administration shall increase the annual base salary rate of each faculty member recommended for promotion by twelve and one-half (12.5) percent, effective at the beginning of his/her next respective annual appointment.

**ARTICLE 22
PROMOTIONS FOR LIBRARY FACULTY**

22.1 Policy.

- (a) Promotion decisions shall be based upon established University promotion criteria and library guidelines for application of those criteria adopted pursuant to Article 9. Such decisions shall reflect assessments that are not merely a totaling of a library faculty member's annual performance evaluations but an assessment of the library faculty member's performance since his/her last promotion or since his/her hiring (if there is no previous promotion). The rating of Meets Expectation on an annual performance evaluation is not necessarily reflective of successful progress toward promotion. In addition, such decisions shall reflect a demonstration of the library faculty member's potential for growth and continuing contributions to the University and profession by means of the library faculty member's written statement articulating an agenda for continuing growth and development. If there has been no previous UNF promotion, the promotion decision may also include an assessment of the library faculty member's applicable accomplishments at other institutions.
- (b) Library faculty members who have been evaluated as meeting the criteria for promotion pursuant to the procedures contained herein shall be promoted.
- (c) Promotion criteria and library guidelines for application of those criteria adopted pursuant to Article 9 shall be available in the main office of the library, as well as provided to the UFF-UNF President. Each library faculty member shall be provided a copy of the University promotion criteria and the guidelines for application of those criteria under which he/she shall be evaluated.

22.2 Promotion Eligibility.

- (a) Promotion shall be through the Library, and library faculty members shall carry their rank with them if they change units within the Library.
- (b) To be eligible to apply for promotion, a library faculty member must have completed the following minimum number of years of full-time duties:
 - (1) Assistant University Librarian to Associate University Librarian — a total of five (5) years of professional library experience, with no less than four (4) years at UNF.
 - (2) Associate University Librarian to University Librarian — a total of nine (9) years of professional library experience, with no less than

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three (3) years in rank at UNF.

- (c) Credit for a maximum of one year of full-time duties in rank shall be determined at the time of appointment by the Provost and Vice President for Academic Affairs and shall be specified in the employment contract.
- (d) Library faculty are not required to seek promotion. There is no penalty for a library faculty's unsuccessful bid for promotion.

22.3 University Criteria for Promotion. The decision to award a promotion to a library faculty member shall be a result of his/her meritorious performance and shall be consistent with the University's promotion criteria and library guidelines for application of those criteria adopted pursuant to Article 9. These judgments of excellent or outstanding performance are complex. They cannot easily be reduced to a quantitative formula, nor can the considerations that must be applied in each individual case be completely described in general terms or by numbers alone, separate from necessary qualitative assessments.

- (a) The library faculty member's accomplishments elsewhere which are applicable to the UNF promotion criteria shall be considered in addition to his/her performance during his/her service at the University.
- (b) Promotion from Assistant University Librarian to Associate University Librarian requires that the candidate be excellent in performing his/her assigned duties and show evidence of professional and intellectual accomplishments via service and scholarly activities that contribute to the University and the profession.
- (c) Promotion from Associate University Librarian to University Librarian requires that the candidate must be outstanding in performing his/her assigned duties and show evidence of substantial professional and intellectual accomplishments via service and scholarly activities that contribute to the University and the profession.
- (d) The Library Promotion Committee shall assess the candidate's qualifications for promotion based on documentation provided by the librarian in his/her promotion dossier.
 - (1) Meritorious performance of assigned duties (excellent performance in the case of promotion to Associate University Librarian and outstanding performance in the case of promotion to University Librarian) is evidenced by showing increasing responsibility and continuing growth in the performance of activities as outlined in the job description, scholarship, and service agendas. Each faculty

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member shall have a unique balance of primary activities as determined by their supervisor, job description, and annual assignments.

- (2) Continuing contributions of service (excellent performance in the case of promotion to Associate University Librarian and outstanding performance in the case of promotion to University Librarian) is evidenced by a record of active participation in University governance through committees and otherwise, as well as a record of active service to librarianship at the local, state, national, or international levels.
 - (3) Scholarly and/or creative activity (excellent performance in the case of promotion to Associate University Librarian and outstanding performance in the case of promotion to University Librarian) is evidenced by creative contributions and products of intellectual activity.
- (e) The promotion decision shall also take into account the following:
- (1) The candidate must have a master's degree in library science from an American Library Association (ALA) accredited school and conform to the other requirements set by UNF;
 - (2) Annual assignments and annual performance evaluations;
 - (3) At least two (2) letters of external evaluation addressing the candidate's service or scholarly activity; (The letters must be external to the library, but may be from UNF or other university faculty.)
 - (4) The contributions the faculty member has made to the Library and University based upon his/her entire record of performance, service, and scholarly activity over the period since his/her promotion (or if there has been no previous promotion, over the faculty member's entire period of service at UNF);
 - (5) Whether the library faculty member has engaged in a pattern of behavior that disrupts or obstructs the orderly and effective functioning of the unit, the Library, or University. Documentation of such disruptive or obstructive behavior must be made in a timely manner and placed in the library faculty member's evaluation file. This section shall not be construed or used to limit the library faculty member's right to exercise his/her academic freedom.

22.4 Changes in University Promotion Criteria or Library Guidelines for Application of University Promotion Criteria

- (a) The library faculty and supervisors shall periodically review library guidelines for application of those criteria pursuant to Article 9.
- (b) Changes in University promotion criteria or in library guidelines for application of those criteria shall not become effective until one (1) year following adoption of the changes, unless mutually agreed to in writing by the UFF-UNF President and the University President or designee. The date of adoption shall be the date of ratification.
- (c) Library faculty members shall be evaluated for promotion under the criteria that exist as of the deadline by which the library faculty member is required to notify his/her supervisor that he/she is a candidate for promotion. However, if new or changed University promotion criteria or library guidelines for application of those criteria have been adopted within three (3) years preceding the deadline, the library faculty member may elect to be evaluated under the promotion criteria that existed prior to such addition or change. The election must be made not later than the deadline by which the library faculty member is required to notify his/her supervisor that he/she is a candidate for promotion.

22.5 Progress Toward Promotion.

- (a) Beginning with the second year of employment, a library faculty member may request in writing an appraisal regarding his/her progress toward promotion.
- (b) The appraisal shall be a separate component of the annual evaluation and is intended to provide assistance and counseling to the library faculty member, to help him/her to achieve promotion. The appraisal will be submitted on the Library Faculty Annual Promotion Appraisal Form (Appendix H-3).
- (c) The supervisor's appraisal shall specify whether the library faculty member is making appropriate and satisfactory progress toward achieving promotion according to the University's promotion criteria. The supervisor shall mention any deficiency in the library faculty member's performance that the supervisor believes may adversely affect the library faculty member's ability to achieve promotion.
- (d) If the appraisal identifies a deficiency in the library faculty member's performance, the supervisor shall make timely relevant recommendation(s) for improvement.
- (e) The library faculty member's higher level supervisor(s), up to and including the Dean, shall review and approve the promotion appraisal.