

**Bylaws of the  
Citrus Research & Education Center  
University of Florida  
December 12<sup>th</sup>, 2012**

**Preamble**

The shared goals of the faculty and administration of the Citrus Research & Education Center are to discover and deliver innovative solutions that empower citrus and other agricultural interests to conduct responsible and profitable business. The Citrus Research & Education Center will continue to be recognized locally, nationally and internationally by fostering scientific excellence and efficient use of resources. These goals can best be achieved with a governance structure from the Center level to the University level that fosters collegiality, collaboration, mutual responsibility, accountability, and transparency.

**Article I – Governance of the Citrus Research & Education Center**

These Bylaws establish the general principles by which the Citrus Research & Education Center (CREC) shall be governed. These Bylaws are governed by and subordinate to the Constitutions of the Institute of Food and Agricultural Sciences and the University and the policies and directives of the University of Florida's Board of Trustees and the Florida Board of Governors. Operating within the context of these Bylaws, the governance of the CREC shall be shared between the Director and the Faculty.

**Article II – The Faculty**

**Section 1 – Faculty Membership**

The faculty of the CREC shall consist of individuals in tenured, tenure-accruing, and non tenure-accruing faculty positions. Faculty are defined by the University of Florida Constitution and Senate Bylaws and include the various ranks of Professor, Scholar, Lecturer, Research Scientist, Extension Scientist, Assistant In and County Extension Agent I-IV.

**Section 2 – Faculty Rights**

Faculty have all of the rights and privileges granted to them by the University of Florida Constitution and the IFAS Constitution including:

- the right to know the expectations of their job assignment and how they will be evaluated.
- the right to assemble without limit to discuss issues of concern.
- the right to open academic discourse without fear of retribution.

All currently employed faculty have the right to vote on issues pertaining to the CREC. However, only faculty holding the rank of Assistant professor, Associate Professor or Full Professor may vote on the hiring of new tenure-accruing faculty positions. The guidance of Emeritus faculty is encouraged in most CREC matters, but since they are not in a tenured, tenure-accruing, or non tenure-accruing faculty position, Emeritus faculty do not have voting privileges in any situation requiring a faculty vote.

**Section 3 – Faculty Responsibilities**

Faculty are responsible for:

1. planning and conducting teaching, research, extension and service in a competent and professional manner.
2. professional development of students.
3. contributing to the operations of the CREC, including building, infrastructure, social, public information, and outreach functions.

4. contributing to the governance of the CREC, IFAS, the University, and their professional societies.

#### **Section 4 - Mentoring and Three-Year Review of Junior Faculty**

1. All junior faculty must select a mentoring committee in consultation with the CREC Director and their academic department chair in Gainesville. This committee should be composed of at least two tenured faculty members in their academic department.
2. Mentees should provide their mentoring committee members with their annual plan of work and report of accomplishments.
3. Mentors provide periodic written advice to the mentee to facilitate progress for tenure and promotion.
4. A mid-career review will be conducted for tenure-track faculty members in the tenure probationary period no later than the close of the third year of academic service.
5. Junior tenure-track faculty will prepare a packet documenting their achievements (without external letters).
6. The packet will be available to tenured CREC faculty who are invited to review the packet and provide written comments to the Director.
7. The Director synthesizes faculty comments and shares this assessment with the tenure-accruing faculty member.
8. The Director's letter and the faculty assessment letter accompany the three-year packet to IFAS Administration.

#### **Section 5—CREC Director Responsibilities**

The CREC is headed by a Director appointed by the Senior Vice President in accordance with the University Constitution. The CREC Director serves as the faculty's representative to the UF/IFAS administration, and the administration's representative to the faculty. The primary role of the Director is to develop excellence in Citrus Research, Extension and Teaching by functioning as a facilitator, guiding and overseeing the CREC's personnel in providing needed services to the clientele of the State of Florida.

The Director provides coordination, accountability, and administrative functions for the CREC by:

1. Providing leadership to faculty, staff, and students in carrying out the IFAS mission and the Land-Grant philosophy, fostering an appropriate tone, developing a set of policies, and promoting CREC programs in instruction, research, extension, and service;
2. Developing and managing human, fiscal, and physical resources in support of CREC instruction, research, extension, and service activities, within the constraints imposed by resource availability;
3. Developing and maintaining networks and relationships, both internal and external to the CREC, including fostering interagency, interdisciplinary, and private partnerships in support of defined mission of the CREC;
4. Evaluating and rewarding excellence in all forms of scholarship.

The Director is directly accountable to the IFAS Deans for the quality and direction of CREC programs, to the IFAS Vice President for administrative matters and the overall administrative efficiency of the CREC, and to the Faculty for internal program management of space, personnel, and other resources provided.

### Specific Tasks and Duties of the CREC Director

#### ***1. Governance***

Facilitate development and administration of CREC policies, goals, and objectives  
Conduct faculty meetings  
Establish and facilitate effective CREC committees  
Administrative stewardship in partnership with faculty and/or committees  
Foster CREC communication and service to the College, University, and State  
Serve as an advocate for the CREC and its personnel  
Monitor CREC library acquisitions and other resources and services that affect the quality of the CREC and its programs  
Enhance diversity of CREC and oversee compliance with affirmative action plans and regulatory policy of the University

#### ***2. CREC Programs***

Communicate and guide vision of CREC directions and programs to faculty, students, staff, and administration  
Provide oversight of class scheduling  
Provide oversight of graduate student activities and research  
Provide oversight of CREC activities, stimulating change as needed  
Support activities of the CREC committees  
Work to ensure availability of resources to meet needs for teaching, research, and extension efforts

#### ***3. Faculty Activities***

Set tone of high professional, ethical, and scientific excellence at the CREC  
Reward academic scholarship in all forms, including discovery, dissemination, and application of knowledge  
Establish processes for recruitment and selection of faculty members  
Assign faculty responsibilities such as teaching, research, committee work, etc.  
Provide oversight of peer evaluation process  
Facilitate coordination among faculty for statewide citrus research and extension programs  
Monitor and evaluate faculty performance in teaching, research, extension, service, and citizenship; communicate with Department heads and other center directors as necessary  
Maintain communication between CREC and other units of the university  
Reduce, resolve, and prevent conflict among faculty members  
Encourage, when appropriate, faculty participation in departmental, college, and university activities, including governance

#### ***4. External Communication***

Serve as interface between CREC and deans, and other administrators  
Serve as interface between CREC and USDA, State Department of Agriculture, and other relevant industry clientele organizations as necessary  
Serve as contact for outside groups requesting information about CREC and programs  
Ensure regulatory compliance of CREC infrastructure and faculty programs  
Oversee CREC advertising and recruitment material

#### ***5. Budget and Resources***

- Communicate CREC needs to administration
- Administer CREC budget (state and federal funds allocated by deans and CRE Foundation funds)
- Provide oversight of faculty contract and grant budgets
- Review travel expenditures, especially foreign travel
- Coordinate special requests to deans for funding
- Encourage submission by faculty of grant and contract proposals
- Reallocate space and support staff to meet changing needs and requirements

#### ***6. Facilities and Office Personnel Management***

- Manage CREC facilities, including inventory control
- Initiate and supervise new construction projects and renovation, as necessary
- Provide for building security, safety, and maintenance, including grounds
- Hire, supervise and evaluate all staff
- Supervise CREC personnel, record-keeping, and accounting functions
- Compile information for productivity reports

#### ***7. Professional Development***

- Foster the development of each faculty member's interests and talents, and provide guidance on program development
- Encourage faculty personnel development, including participation in self improvement programs, faculty development leaves, consulting, and international experiences
- Foster excellence in teaching, research, extension, and service
- Promote affirmative action
- Encourage faculty to contribute to the enhancement of the CREC's and UF-IFAS's visibility and reputation

#### ***8. Personal Development***

- Keep current with developments in field of expertise
- Contribute to productivity and reputation of the CREC through participation in the CREC's programs in instruction, research, extension, and/or service

### **Article III –Committees**

#### **Purpose and Classification**

Service on Citrus Research & Education Center committees is the primary means by which faculty can participate jointly in the governance of the CREC. Faculty shall have the opportunity to participate in the CREC committees through which the major governance of the CREC occurs. The CREC committees can be formed by the Director or by faculty, as needed. Members of these committees shall volunteer for the assignment and shall elect a Chairperson from among their members, if a Chair is deemed necessary. The Chair should consider informing the faculty at large on meeting business by distributing or posting minutes of the meeting. To ensure equitable opportunities for service and foster periodic reappraisal of activities and outcomes, committee chairpersons will serve no longer than 5 years consecutively on any committee unless a longer duration of service is approved by CREC faculty vote. A list of the CREC committees and their members will be maintained on the CREC intranet. Current CREC committees include:

#### **1. Faculty Advisory Committee**

The Faculty Advisory Committee (FAC) is a CREC shared governance entity that will consult with and serve as a liaison between the CD and Faculty, staff and students. The FAC will make recommendations to the CD on policy decisions influencing any member of CREC. The FAC will recommend which matters should be brought to the CREC Faculty as a whole for discussion and

vote. Any recommendation made directly by the FAC to the CD may be subject to review and action by the entire CREC Faculty.

FAC meetings will be held one week before the scheduled CREC Faculty meetings, or at a time of their choosing. All committees and subcommittees are encouraged to request time on the FAC meeting. All terms are two-year staggered terms. The committee will be composed of five Faculty members, one of whom is appointed by the CD, and the Faculty elects four. The elected members will be composed of two tenured and two non-tenured (either tenure-track or non-tenure-track) Faculty members. The FAC will elect a Chair. The Chair will be responsible for scheduling and announcing FAC meetings, and setting the FAC agenda.

## **2. Information Technology Committee**

The committee will provide oversight for the Information Support Department (ISD), Information Technology (IT) resources (e.g., computers, software, networks and telephone system) and IT policies. An overarching goal of this committee is to provide connectivity between CREC, IFAS and UF IT resources.

## **3. Facilities Committee**

The committee will provide general oversight and develop policies for facilities, equipment and services at CREC. In addition to a Chair this committee will include the chairs its standing sub-committees. Standing sub-committees and their mandates include:

- i. Space – provide oversight to space assignments, including cages and green houses; shared graduate student/post-doc office space.
- ii. Pilot Plant & Packinghouse – provides oversight to the management of the pilot plant, packing house and associated facilities
- iii. Shared Equipment – provides oversight to the management of shared equipment including electron microscope and other equipment (autoclave, centrifuges, isotope counter, freezers, etc)
- iv. Safety – provides oversight to the storage of chemicals, fertilizers and pesticides, and the disposal of chemical, pesticide, fertilizer, and radioactive waste.

Each sub-committee will meet at least once each fiscal year. Due to the nature of the standing sub-committees, terms of chairs and members are not limited.

## **4. Grove Management Committee**

The committee will provide oversight to CREC Grove Management Department, new grove sites and projects. It will interface with the Citrus Research & Education Foundation at quarterly board meetings on implementation of research at CREC grove sites. The Foundation makes decisions on care of the CREC groves, which are by policy, CREF groves. The CREF Board of Directors has given CREC wide latitude to conduct research on CREF groves, but CREF must be consulted for approval of major grove care policies.

## **5. Faculty Advancement Committee**

- a. Promotion and Tenure (P&T) committee

This standing committee consists of a Chair and Professor-rank and tenured faculty in Research, Extension and Teaching functions from varied disciplines/working groups (i.e.

Horticulture, Plant Protection, Food Sciences, Engineering) evaluates and makes suggestion for improvements of packets for promotion of tenured and non-tenured faculty, promotion and tenure of tenure-track faculty, or 3 year-packets for progress toward promotion and tenure. The Chair of this committee provides consensus recommendations on strengths and weaknesses of packets and suggestions for strengthening via written assessment to the Center Director.

- b. This ad-hoc committee will serve as needed at the recommendation of the Center Director to evaluate nominees for UF Research Foundation Professorship, CREC Distinguished Professors or other awards for tenured faculty. This committee may consist of past recipients of the UF Research Foundation Professorship, Eminent Scholars and Chairs, CREC Distinguished Professors, tenured Faculty members.

## **6. Graduate Studies and Curriculum Committee**

The committee will provide oversight of student scholarships and assistantships and interface with CREC Business Office on graduate student assistantships and tuition waiver issues. The committee will interact with Faculty and Center Director on student issues, including dormitory and student affairs. The committee will also oversee the development of new courses, tracking courses that are offered, as well as review student and peer evaluation of courses. The committee will also continually pursue innovative mechanisms to recruit new students and interns. The committee will comprise 6 elected faculty and an appointed, non-voting student member. Terms (four years) will be staggered with 3 members elected at two-year intervals.

## **Article IV – Faculty Meetings**

The faculty meeting is the primary means of fostering communication among all faculty within the Citrus Research & Education Center. No fewer than six faculty meetings should be held annually; notice of all faculty meetings should be published at least 4 weeks prior to each meeting. Faculty and administration have the right to place items on the agenda for discussion by contacting the Center Director's office. The agenda should be distributed via email at least one week before the faculty meeting. Citrus Research & Education Center faculty serving as UF Senators, members of the IFAS Faculty Assembly and other IFAS faculty governing bodies should email short summaries to all faculty before each faculty meeting so that dialogue can be initiated on critical items currently before these governing bodies.

The faculty meeting is the most important venue for discussion of policy issues, tenure and promotion packages, new positions, and other issues relevant to our Land Grant mission. Center faculty, plus emeritus faculty and staff representatives may speak on any issue before the faculty. Voting privileges shall be restricted to currently employed Center faculty. However, voting on promotion and tenure will follow IFAS and University guidelines (only tenured faculty at equivalent or higher rank may vote). Discussions regarding tenure and promotion should be considered confidential. Votes taken on tenure and promotion should be by paper or electronic ballot and the results made available upon request to the tenured faculty permitted to vote. After all candidates for new faculty positions have interviewed, the merits of each candidate will be discussed in a faculty meeting. Written input on candidate qualifications will be submitted on an evaluation form (*Appendix B*). Any faculty member may fill out an evaluation form for candidate tenure-accruing faculty for use by the Director in faculty hiring decisions. The Director will present yearly Plans of Work and Reports of Achievements at faculty meetings. Chairs of committees will present reports of their committee's actions on an as needed basis. Faculty meeting minutes will be taken either by staff from the Center Director's office or other appointed individual. Meeting minutes will be archived on the CREC intranet for future reference.

## **Article V – Ratification and Amendments**

Section 1. These Bylaws shall become effective upon their ratification by the faculty of the CREC with a two-thirds majority vote, concurrence of the Director, and approval of the IFAS Senior Vice President.

Section 2. Proposals for amendments to these Bylaws may be made to the Director by any member of the faculty. The CREC Faculty Advisory Committee will be responsible for considering amendments and revising the Bylaws when appropriate.

Section 3. Changes in these Bylaws shall be made by a two-thirds majority vote of all CREC faculty.

Section 4. Faculty will have one month to review and register a vote for adoption and amendment of the Bylaws.

**APPENDIX A**

Candidate Evaluation Form  
(Proposed Rank) – (Department Affiliation)

**Candidate Name**  
(\_\_% Research, \_\_% Teaching, \_\_% Extension)

Name: \_\_\_\_\_ Location: \_\_\_\_\_

Interview Contact(s) with candidate: Circle all that apply:

Seminar                      Meeting                      Social/Meal                      Packet Review

**Professional Ability:**

Research    Strengths    —    \_\_\_\_\_

Weaknesses — \_\_\_\_\_

Extension    Strengths    —    \_\_\_\_\_

Weaknesses — \_\_\_\_\_

Education    Strengths    —    \_\_\_\_\_

Weaknesses — \_\_\_\_\_

**Personal Attribute** (Check one ranking for each attribute):

Attribute (or potential)	Ranking			
	Strong	Average	Weak	No opinion
Intellectual ability				
Leadership skills				
Motivation				
Self-confidence				
Perseverance				
Resourcefulness				
Interpersonal skills				
Analytical skills				
Communications skills				
Funding skills				
International skills				
Embrace the land-grant system				

**IS THIS PERSON ACCEPTABLE: YES OR NO (CIRCLE). COMMENTS: (use the back of this sheet or additional pages if necessary)**

## APPENDIX D

### Guidelines for Peer Evaluation of Teaching

1. **Review Team Structure:** Three members: (a) the unit Director, (b) a unit faculty member appointed by the faculty member being evaluated, (c) a faculty member appointed by the Director. Faculty (c) may be from outside or inside the unit.
2. **Observation Frequency:** Classroom activities will be assessed at least twice before each promotion: once early in the pre-promotion period and once later in the pre-promotion period. The faculty member should initiate the evaluation program by conferring with the unit Director at the beginning of the appropriate semester(s).
3. **Assessment Format:** The review team will meet with the instructor prior to the classroom visits to discuss course history, goals, organization, examination and grading policy, etc. The instructor will furnish to the review team the course syllabus, representative handouts, representative exams (including student responses to questions), course grade summaries, etc. The review team will visit the class during the assessment period or in the case of distance education courses view the course material and visual content provided to the student, with the instructor receiving 2 days notice of visits. The instructor will notify the review team immediately if the proposed visit coincides with an exam or other event inappropriate for observation.
4. **Committee Report:** To be presented in oral and written format by the committee as soon as possible after the scheduled classroom visits. The instructor may respond, in writing, and the response will become part of the evaluation document.