University of Central Florida Libraries
In-Unit Faculty
Annual Evaluation Standards and Procedures (AESP)
December 3, 2024

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May 8, 2025 – May 7, 2026, evaluation cycle.

Available for first use academic year 2025-26.

I. Guiding Principles

The purpose of annual evaluations is to facilitate and assess faculty success in professional activities; research, scholarship, and creative activities; service activities; other assigned activities; and overall performance. Institutional excellence is dependent upon the individual performance of each faculty member as well as the collective performance of the faculty. The success and reputation of the University of Central Florida are highly dependent upon the talents that exist among the faculty and how effectively those talents are harnessed and blended to achieve the university's mission.

The work of faculty is not easily described or measured, and the AESPs exist to protect academic freedom and improve accuracy, fairness, and equity in the evaluation of faculty. There will always be an element of subjectivity in the determination of annual evaluation ratings. Evaluators are expected to operate with trust and respect. When assigned by administrative supervisors, annual evaluation ratings shall be evidence-based and informed by faculty activity reporting and other forms of documented evidence. Evidence shall be evaluated for quality and impact toward the achievement of the university's mission.

The basis of the annual performance evaluation will be information obtained through the Faculty Annual Report, annual assignment forms, and other information available to the evaluator and/or provided by the faculty member. Faculty members may choose to meet with their supervisor as needed to clarify how certain unique activities will be evaluated. Regular monthly meetings with evaluators provide faculty members with opportunities to review their progress throughout the year, ensuring clarity and preventing unexpected outcomes during the evaluation process. Examples of supporting materials provided by the faculty member may include but are not limited to, evidence of scholarly activities, documentation of service, and documentation in support of professional responsibilities.

With a renewed emphasis on quality and innovation over quantity, librarians should use the following guiding questions to articulate the quality of their work:
What is the activity or contribution? What was my role? And what is the impact?

The performance ratings in each area of assignment and overall are:

- Outstanding – indicates that the faculty member significantly exceeded the success level expected by their supervisor.
- Above Satisfactory – indicates that the faculty member exceeded the success level expected by their supervisor.
- Satisfactory – indicates that the faculty member achieved a success level consistent with the supervisor's expectations.
- Conditional – indicates that the faculty member was deficient in achieving a success level consistent with the supervisor's expectations.
- Unsatisfactory – indicates that the faculty member was deficient in achieving success for the second year in a row or the faculty member was exceptionally deficient in their performance.

For additional information about annual evaluation procedures, please see the current UCF BOT-UFF Collective Bargaining Agreement, primarily in Article 10.1 and 10.2.

II. Areas of Assignment

Faculty are evaluated in the following categories, or areas of assignment:

1. Performance of Professional Responsibilities – Librarianship
2. Scholarship, Research, and Creative Activities
3. Service to the Library, the University, the Profession, and the Community
4. Instructional activities [for most librarians, this will be blank unless teacher of record for a credit-bearing course]

Percentages for each area are negotiated between the faculty member and their supervisor. The percentages will vary from individual to individual, within this framework:

- Performance of Professional Responsibilities is set between 75% and 90%
- Scholarship is set between 5% and 20%
- Service is set at 5% or 10%

A further consideration is that special projects frequently occur, which may cause librarians to deviate from their duties as outlined in their annual assignments. Librarians involved with these projects should account for their role and the time commitment on their annual reports, and evaluators should take these projects into account in their final evaluations.

III. Evaluation Rubric

Each Faculty member will be given an overall performance assessment based on individual ratings earned in their assignment areas: Librarianship; Scholarship, Research and Creative Activities; and Service. The overall rating will be based on the following rubric that establishes Satisfactory as the baseline rating and progresses up to Above Satisfactory and Outstanding or down to Conditional and Unsatisfactory. This approach will be applied to all sections of this AESP as well.

Overall Evaluation Rubric:

Unsatisfactory: An overall rating of Unsatisfactory is assigned when a librarian demonstrates substandard performance and significant deficiencies in performing core responsibilities as described in their Annual Assignment. A rating of Unsatisfactory in Performance of Professional Responsibilities or two other categories will result in an overall rating of Unsatisfactory.

- An Unsatisfactory rating may also be assigned when the librarian does not demonstrate significant improvement following a previous evaluation of Conditional by not addressing written instructions for improvement created in consultation with their Associate Dean.
- In rare instances where evidence of egregious deficiencies can be documented, Unsatisfactory ratings may be given when first identified.

Conditional: An overall rating of Conditional is assigned when a librarian is rated Conditional in any category. This rating indicates substandard performance as described in the librarian's Annual Assignment.

- Typically, performance that is less than Satisfactory will be given a rating of Conditional in the first year and Unsatisfactory in subsequent years.
- When a Conditional rating is given, a plan for success with specific written goals will be created by the faculty member in consultation with their Associate Dean.
- However, as noted above, in rare instances where evidence of egregious deficiencies can be documented, Unsatisfactory ratings may be given when first identified.

Satisfactory: To receive an overall rating of Satisfactory, a librarian must achieve a minimal rating of Satisfactory in all of the categories above with Satisfactory required in Performance of Professional Responsibilities.

- As stated in the Collective Bargaining Agreement section 10.2: A faculty member must receive a minimum rating of Satisfactory in each area with assigned effort of five percent (5%) or more in order to receive an overall rating of Satisfactory or above. Therefore, a rating of Conditional in any one area will result in a Conditional overall.

Above Satisfactory: There are two scenarios that will result in an Above Satisfactory rating:
1. The librarian achieves a rating of Above Satisfactory on at least two of the categories above, with Above Satisfactory required in Performance of Professional Responsibilities. The third category must have a rating of at least Satisfactory.
2. The librarian achieves an Outstanding in Professional responsibilities and at least Satisfactory in service and scholarship.

Outstanding: To receive an overall rating of Outstanding, a librarian must achieve a rating of Outstanding in at least two of the categories above, with Outstanding required in Performance of Professional Responsibilities. The third category must have a rating of at least Above Satisfactory.

1. Professional Responsibilities

A librarian's professional responsibilities include a wide range of duties that align with the university's teaching, research, and service missions.

Each librarian shall meet with their supervisor prior to or at the beginning of the evaluation period to discuss the professional responsibilities and expectations for the period. Because of the diversity of activities librarians engage in, standards for professional responsibilities are based on the specific responsibilities outlined in each librarian's unique Annual Assignment (AA).

Performance of Professional Responsibilities Evaluation Criteria:

Unsatisfactory: Indicates substandard performance and significant deficiencies in performing core responsibilities as described in the Annual Assignment.

- An Unsatisfactory rating may also be assigned when the librarian does not demonstrate significant improvement following a previous evaluation of Conditional by not addressing written instructions for improvement created in consultation with their Associate Dean.
- In rare instances where evidence of egregious deficiencies can be documented, Unsatisfactory ratings may be given when first identified.

- A rating of Unsatisfactory in Performance of Professional Responsibilities will result in an overall rating of Unsatisfactory.

Conditional: Indicates substandard performance of assigned duties; Requires improvement in specific areas to meet the expectations of the role.

- Typically, performance that is less than Satisfactory will be given a rating of Conditional in the first year and Unsatisfactory in subsequent years. However, as noted above, in rare instances where evidence of egregious deficiencies can be documented, Unsatisfactory ratings may be given when first identified.
- When a rating of Conditional is given, a plan for success with specific written goals will be created by the librarian in consultation with their Associate Dean.
- A rating of Conditional in Performance of Professional Responsibilities will result in an overall rating of Conditional.

Satisfactory: Meets expectations in all assigned duties as described in the annual assignment. Provides effective and reliable services to library users and stakeholders.

Above Satisfactory: Performs assigned duties competently while contributing to improvements in library services or operations and by enhancing user experiences.

Outstanding: Indicates excellence in the profession and adherence to the highest standards that exceeds the criteria for Above Satisfactory. Demonstrates exceptional leadership, innovation, or impact in librarianship. Exceeds expectations in providing exemplary services, improving operations, or enhancing user experiences.

Expectations by Rank:
- Assistant Librarian: Focuses on learning and applying skills with growing independence.
- Associate Librarian: Demonstrates a solid command of duties with some leadership in projects or initiatives.
- University Librarian: Provides leadership in librarianship, mentors colleagues, and significantly contributes to the strategic direction of the library.

Additional Considerations:

When assigning a rating for professional responsibilities, supervisors will consider the following, which describe how the responsibilities agreed upon in the Annual Assignment are executed:

- Models best practices of the profession
- Displays competence and produces high-quality work
- Demonstrates judgment in performing professional responsibilities
- Possesses critical thinking, problem-solving, and decision-making skills
- Takes initiative and embraces creativity and innovation
- Models adaptable and flexible behavior
- Manages time well and is resourceful and dependable
- Displays professional communication skills
- Builds strong working relationships
- Facilitates change in a positive manner
- Considers and values openness and alternate opinions
- Cultivates a positive working environment

Note that these will be factored into evaluations for professional responsibilities only and will not be given a separate score.

Examples of Activities Related to Professional Responsibilities:

Librarianship is a diverse and dynamic profession, so activities will vary greatly. For this reason, evaluators should consult each librarian's annual assignment for specific details regarding assigned duties and expectations. Activities should be aligned with the Libraries' Strategic Directions and the University's Strategic Plan. The following selective list provides examples of some common types of activities. This list is not rank-ordered, equally weighted, or exhaustive. To achieve a Satisfactory rating, the faculty member undertakes activities such as the following:

Satisfactory:

- Activities align with the library's strategic direction and campus strategic plan in a measurable way.
- Demonstrates competency in performance of assigned duties.
- Completes smart goals identified in evaluation period's annual assignment.
- Productive member to assigned department/unit, division, and library.
- Librarianship reflects knowledge of trends in the profession.
- Fosters strong working relationships in the unit/department, division, and library.
- Cultivates partnerships and seeks opportunities for enhanced collaboration with faculty, students, and staff.
- Maintains a high level of professional engagement with colleagues in the library, around campus, and at other institutions.
- Maintain awareness of current trends in scholarly publishing, research, and scholarly communication and how those trends intersect with campus needs and initiatives.

- Provides Research assistance at all levels, both face-to-face and online.
- Develops effective instruction for assigned subject areas in a variety of modalities including face-to-face, hybrid, online, and as an embedded librarian.
- Makes collection development decisions that reflect evolving disciplinary and program needs and effective use of allocated funds.
- Contributes to program and accreditation reviews.
- Works with instructors to promote our textbook affordability program through increased use of Leganto, eBooks, and streaming videos in classes.
- Stays current on research trends and information literacy principles and practices.
- Stays current with the subject matter, tools, and methods in assigned subject areas.
- Fosters student success through focused outreach, engagement, and other student-centered initiatives.
- Builds relationships with departments across campus to support curricular and co-curricular student needs.
- Makes decisions on UCF Libraries' policy and practice.
- Collaborates on issues related to cataloging, metadata, and authorities.
- Performs original and/or complex copy cataloging.
- Performs bibliographic maintenance activities, including correction/revision of call numbers and corrections to non-authority-controlled fields.

Above Satisfactory: To achieve Above Satisfactory, the faculty member must meet the criteria required for a Satisfactory rating (as listed above) and by engaging in activities such as those outlined below. This list is not rank-ordered, equally weighted, or exhaustive:

- Activities engage with the library's strategic direction and campus strategic plan in a measurable way.
- Demonstrates initiative in performance of assigned duties.
- Exceeds smart goals identified in evaluation period's annual assignment.
- Makes valuable contributions to assigned department/unit, division, and library.
- Librarianship reflects the best practices of the profession.
- Models and facilitates strong working relationships in the unit/department, division, and library.
- Designs and implements a new user-friendly research guide or tutorial that significantly improves student research skills, as evidenced by increased usage or positive feedback.
- Streamlines a library workflow (e.g., cataloging, acquisitions, or digital resources), improving efficiency and reducing processing time by a measurable percentage.
- Establishes a new partnership with a campus department or external organization, leading to enhanced services (e.g., co-sponsored programs or embedded librarian services) that benefit the campus or community.
- Suggests and implements workflow improvements that enhance efficiency.

- Experiments with new tools or techniques (e.g., AI for metadata enrichment) and shares results with colleagues.

Outstanding: To achieve Outstanding, the faculty member must meet the criteria required for an Above Satisfactory rating (as listed above) and by engaging in activities such as those outlined below. This list is not rank ordered, equally weighted, or exhaustive:

- Activities show forward thinking with the library's strategic direction and campus strategic plan in a measurable way.
- High achievement and initiative in performance of assigned duties.
- Completes smart goals identified in evaluation period's annual assignment that leads to improvements or changes in department/unit, division, and/or library.
- Consistent leadership in assigned department/unit, division, and library.
- Librarianship serves as an example for new, innovative directions in the profession
- Actively mentors new and/or mid-career librarians.
- Leads a collaborative initiative to redesign library instruction materials, resulting in a new curriculum adopted by multiple departments, with substantial impact on student learning outcomes.
- Leads in the adoption and implementation of a new library technology (e.g., an integrated library system or discovery tool), enhancing user access to library resources and improving staff productivity across departments.
- Develops and executes a large-scale strategic initiative (e.g., a digital archives project or a redesign of library spaces) that transforms the library's services, increases usage, and significantly advances the library's mission.
- Develops or implements innovative workflows (e.g., batch processing, linked data integration) that greatly improve productivity and accuracy.
- Produces training materials, documentation, or other documents that contribute to the broader professional community.

2. Scholarship

Evaluations of Scholarship, Research and Creative Activities will be based on quality over quantity with an emphasis on innovation and impact. Librarians should demonstrate these qualities in the narrative portion of their Annual Report and provide supporting documentation where appropriate.

Areas for consideration in performance in these areas include:

- Nature of the activity (scope, medium, time to complete the activity, etc.)
- Role in the activity (solo vs. co-author, level of involvement, etc.)
- Impact of the activity (venue, metrics, etc.)

Please refer to Appendix I of the UCF Libraries Promotion Criteria (2024) for a range of research, scholarly, and creative work activities that library faculty may participate in.

Appendix I assigns Impact Levels to varying activities and this will serve as a guideline for measuring factors such as impact and quality, though faculty are encouraged to demonstrate impact through reviews, citations, altmetrics, etc., if possible.

Long-term projects, such as books, grants, Scholarship of Teaching and Learning projects, and other research, scholarly, and creative activities may take several years to develop and complete. An expected timeline for such projects should be created in consultation with the librarian's supervisor(s). Assessment of performance will consider progress made toward completion of the project(s). Metrics for progress on long-term projects will include:

- Initial research activity leading up to submission
- Acceptance by a journal or publisher
- Edits and completion of final draft
- Publication, completion, or acceptance by grantor

Credit may be awarded for items submitted but not accepted, especially for competitive grants and awards. Items submitted more than once cannot get credit multiple times unless the librarian can demonstrate that significant changes were made.

Scholarship Evaluation Criteria:

Unsatisfactory: Assigned when a librarian does not engage in scholarly activities, or scholarly work does not meet professional standards. To receive a rating of Unsatisfactory a faculty member needs to have no measurable or quantifiable research, scholarship, or creative activity as defined by Appendix I of the UCF Libraries Promotion Criteria (2024).

- An Unsatisfactory rating may also be assigned when the librarian does not demonstrate significant improvement following a previous evaluation of Conditional by not addressing written instructions for improvement created in consultation with their Associate Dean.
- In rare instances where evidence of egregious deficiencies can be documented, Unsatisfactory ratings may be given when first identified.

Conditional: Engages in minimal scholarly activities or produces work that does not meet expected standard for the role, with little measurable progress toward Impact Level I, II, or III activities as defined in Appendix I of the UCF Libraries Promotion Criteria (2024).

- Typically, performance that is less than Satisfactory will be given a rating of Conditional in the first year and Unsatisfactory in subsequent years. However, as noted above, in rare instances where evidence of egregious deficiencies can be documented, Unsatisfactory ratings may be given when first identified.
- When a Conditional rating is given, a plan for success with specific written goals will be created by the librarian in Consultation with their Associate Dean.

Satisfactory: Meets the basic expectations for scholarly activity, such as publishing, presenting, or engaging in research in appropriate venues, consistent with Impact Level I, II, or III activities as defined in Appendix I of the UCF Libraries Promotion Criteria (2024). Includes demonstrable progress toward newly initiated Level I or II activities.

Above Satisfactory: Actively contributes to scholarship through publications, presentations, or research projects. Scholarship is recognized within the profession consistent with Impact Level I or II activities as defined in Appendix I of the UCF Libraries Promotion Criteria (2024). Includes demonstrable progress from the previous evaluation period toward completing Level I activities.

Outstanding: Produces significant scholarly work that has a notable impact on the profession or discipline. Engages in high-level research consistent with Impact Level I or II activities as defined in Appendix I of the UCF Libraries Promotion Criteria (2024).

Expectations by rank:

- Assistant Librarian: Begins engaging in scholarship, with publications or presentations at local or regional levels.
- Associate Librarian: Produces scholarship that is recognized at regional or national levels, with increasing depth and impact.
- University Librarian: Demonstrates a sustained record of impactful scholarship at national or international levels, contributing to the advancement of the profession.

3. Service

Service involves contributions to the library, university, profession, and community. This may include committee work, outreach, and participation in professional organizations.

Service will be evaluated based on both the quantity and quality of contributions across the four categories outlined below. A diverse range of service activities, particularly within the first three categories, is strongly encouraged.

- Category 1: Service to the unit, which includes serving on departmental or library-wide committees, participating in candidate interviews for librarian positions, attending departmental and library-wide meetings and functions, etc.
- Category 2: Service to the University, which includes serving on college or university committees, leading or participating in special projects that benefit the university and are external to the Libraries.
- Category 3: Service to the profession, which includes serving on committees in professional organizations, serving as a reviewer for others' promotion or scholarship, organizing conferences or exhibits, mentoring or advising, serving as an editorial board member, etc.

- Category 4: Service to the community in support of libraries strategic directions or university's strategic plan.

Service Evaluation Criteria:

Unsatisfactory: Fails to participate in required service activities or makes no meaningful contributions to the library, university, or profession.

- An Unsatisfactory rating may also be assigned when the librarian does not demonstrate significant improvement following a previous evaluation of Conditional by not addressing written instructions for improvement created in consultation with their Associate Dean.
- In rare instances where evidence of egregious deficiencies can be documented, Unsatisfactory ratings may be given when first identified.

Conditional: Shows minimal involvement or makes insufficient contributions to service activities. Improvement is needed to meet service expectations.

- Typically, performance that is less than Satisfactory will be given a rating of Conditional in the first year and Unsatisfactory in subsequent years. However, as noted above, in rare instances where evidence of egregious deficiencies can be documented, Unsatisfactory ratings may be given when first identified.
- When a Conditional rating is given, a plan for success with specific written goals will be created by the librarian in Consultation with their Associate Dean.

Satisfactory: Engages in expected service activities, fulfilling obligations to the library, university, the profession, and the community.

Above Satisfactory: Actively participates in service activities on the state or regional level and takes on leadership roles in the library and university committees when appropriate. Contributions are notable and make a positive impact.

Outstanding: Provides significant leadership in service activities on the national or international level and/or takes on leadership roles on the state or regional level making meaningful contributions that impact the profession. Engages in high-profile or extensive service roles.

Expectations by rank:

- Assistant Librarian: Participates in service activities at the local level (within the library or institution).
- Associate Librarian: Engages in broader service activities, including leadership roles within the institution or professional organizations.

- University Librarian: Demonstrates leadership and extensive service contributions at regional, national, or international levels.

IV. Procedures

Annual Evaluations

All library faculty can access the procedures and forms in the Evaluation folder in the Faculty Affairs files on Microsoft Teams. In addition, the evaluator in each area should provide written comments regarding the librarian's performance. The written comments should help explain or justify the rating, provide context, and/or provide useful feedback for future performance.

Evaluators will use the form prescribed by Faculty Excellence, when it is appropriate for library faculty. Current forms can be found on the Faculty Excellence website.

For additional information about annual evaluation procedures, please see the current UCF BOT-UFF Collective Bargaining Agreement, primarily in Article 10.1 and 10.2.

Conditional and Unsatisfactory Ratings

As noted throughout this document, Conditional and Unsatisfactory ratings will be addressed in the following ways:

- Typically, performance that is less than Satisfactory will be given a rating of Conditional in the first year and Unsatisfactory in subsequent years.
- When a Conditional rating is given, a plan for success with specific written goals will be created by the faculty member in Consultation with their Associate Dean.
- However, in rare instances where evidence of egregious deficiencies can be documented, Unsatisfactory ratings may be given when first identified.
- An Unsatisfactory rating may also be assigned when the faculty member does not demonstrate significant improvement following a previous evaluation of Conditional by not addressing written instructions for improvement created in consultation with their Associate Dean.

Assigned Duties

For purposes of the annual evaluation, the assigned duties will be described on the Annual Assignment (AA) and will include librarianship, scholarship, and service. Individual AAs are negotiated between the librarian and supervisor(s). The assignments should include

details about job duties or responsibilities, specific goals, and should not exceed two pages. Goals are agreed upon on the AA and reported in the Annual Report (AR) under the appropriate percent of assigned duties. Scholarship and service are expected activities for all librarians and are not only the realm of librarians seeking promotion.

Annual Evaluations and Promotion

Faculty should not assume that positive ratings in the annual evaluation process will automatically lead to a positive recommendation for promotion. The promotion process is separate from the annual evaluation process and follows separate guidelines.

Annual Report

The Annual Report (AR) serves not only as a reminder of work completed for the immediate supervisor but also as an aid to the Dean and other evaluators in their ability to assess performance of professional responsibilities. The AR should briefly put activities in context and explain their importance to the Libraries and their impact on UCF. The librarian's accomplishments should not be merely a report of typical duties as outlined in the AA but should highlight the librarian's strengths, major goals accomplished, and/or innovative methods used to execute the assigned duties. There is not one single uniform format for the AR, however it should parallel the AA. The narrative of the Faculty Annual Report is recommended to be 1500 words or less.

Professional Development Program (PDP)

Evaluations of performance of professional responsibilities for librarians participating in the professional development program will follow the current Collective Bargaining Agreement.