

**Bylaws of the  
Citrus Research & Education Center  
University of Florida  
April 30, 2010**

**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 directly 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. 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. CREC Management Committee**

The committee will serve as liaisons with faculty on internal management and shall provide direct supervision to various CREC infrastructure groups or functions as follows:

- Business Office and Personnel
- Facilities, Facilities maintenance and Facilities projects
- Information Technology (computing and phone systems)
- Grove operations

- Graduate Student Coordination, including assistantships, dorm use, etc.
- Public Information

In addition, this management committee shall inform the Director of issues of concern to the faculty and shall assist the Director with budget and other faculty and program issues.

## **2. Scientific Seminar Committee**

The committee will plan and conduct the CREC Scientific Seminar series involving external and internal speakers. Possible opportunities for seminar speakers may include resident faculty, students, post-doctoral associates and visiting scientists. In addition, the committee may invite speakers from off-campus locations. Professional development through seminar participation is a privilege provided in an academic environment; as such, all faculty members are required to participate in the seminar process.

## **3. Publication Review Committee**

The committee will ensure the high quality of CREC publications produced by faculty, post-doctoral associates, students and others through technical review of peer reviewed manuscripts and non-refereed manuscripts. One faculty member will serve as editor for ensuring thorough internal reviews of such manuscripts. An additional faculty member will serve as editor for all citrus Extension publications state-wide that are destined for EDIS, local industry or popular press. The committee will be assisted by the Faculty as a committee of the whole.

## **4. Technology & Information Committee**

The committee will provide oversight for the Information Support Department (ISD), CREC Web design and maintenance and the CREC library and public information department. Members from this committee will provide direct supervision and oversight to the CREC staff in each of these areas. This committee works with faculty and staff to identify needs in these areas and incorporate those into planning and budgeting at CREC. The committee will provide assistance in development, implementation and updating of policy for IT resources, and provide support and guidance for establishing policies regarding CREC Web design and maintenance. An overarching goal of this committee is to provide connectivity between IT, Library, and Web resources to maintain a viable intranet and internet. In addition, the committee shall also provide guidance and oversight to the CREC Library and Public Information Center. The committee will guide staff in determining the most important periodicals (hard copy as well as electronic resources) to be covered by CREC library subscriptions and provide communication with outside entities regarding the CREC library. The committee will provide coordination and development of policies for visiting scientists, technical groups and lay groups interested in CREC and its programs. The committee will serve to facilitate beneficial interactions between CREC faculty and staff and our statewide clientele using the resources of the CREC and the Citrus Research & Education Foundation.

## **5. Shared Facilities and Grounds Governance Committee**

The committee will provide general oversight and develop policies for specific users of shared facilities, equipment and/or services at CREC. Committee members shall meet with users groups as necessary to develop budgets, repairs, service contracts, charge backs, etc. Users groups include: Pilot Plant & Packinghouse, Electron Microscopy Laboratory, Shared centrifuges, Isotope counter & Radioactive waste disposal, Chemical waste disposal, Pesticide, Fertilizer Storage & Waste, Storage cage building, and all CREC Greenhouses. Specific responsibilities include space assignments, maintenance and improvements, regulatory compliance issues, and security. In addition, there are a number of required

training needs for which this committee will also oversee the planning of seminars which are important to meet UF compliance standards. Thus, the committee should provide leadership in managing required and/or voluntary safety training and compliance, as well as other staff and faculty training opportunities. The committee should develop a list of required training elements to be incorporated into a seminar series and to canvas the CREC for ideas and preferences for seminars. Record of attendance will be kept for seminars at which attendance is mandatory for training purposes. Updated lists of WPS certification and other "mandatory" requirements shall be kept to ensure more efficient, direct communication with faculty/staff requiring training.

## **6. Grove Management Committee**

The committee will provide oversight to CREC Grove Management Department and to interface with the Citrus Research & Education Foundation on implementation of research at CREC grove sites. The specific elements of this oversight include:

- Grove Operations and Management
  - Work with CREC grove manager to make sure groves are being cared for as appropriate, including special measure to combat diseases or special assistance required for faculty to conduct research experiments
  - Advise CREC Grove Manager on timing, materials, and other issues, including harvesting, irrigation, freeze protection, pest and disease control, and replanting
  - Work with Grove Manager on obtaining donations, assistance with grove operations (contracted grove care)
  - Work with the Grove Manager in advising and supervising the grove scouts to conduct efficient disease and pest surveys in CREC groves
  - Support for Grove equipment issues (purchasing, maintenance, deployment)
  - Supervise CREC Grove manager and assist with personnel issues
  - Ensure compliance with GMP, BMP, etc.
  - Develop and update a Grove Management Plan and Disease Management Policy for CREC groves, including leased properties
- New Grove Sites and Projects
  - Point for discussion of new sites proposed for care/involvement by CREC
  - Work with Faculty and teams on new projects to be considered for CREC groves and grove assignments
  - Work with the Grove Manager, Center Director and the CREF to develop and manage new grove property lease agreements
- Liaison with other groups regarding grove operations and grove opportunities
  - Grove use at other IFAS Properties (Immokalee, Ft. Pierce, Balm)
  - Grove use at leased properties (Lake Placid (Fl Fish & WL), St. Helena Rd. (Orie Lee))
  - Liaison with HCCGA, FCM, others
  - Liaison with Center Director
  - Liaison with the CREF Grove Committee and Board of Directors in quarterly meetings, including annual budget planning and reporting
- Budgetary considerations for CREC Groves
  - IFAS, CREC Grove Budget interaction with Grove Manager, Business Office
  - CREF, Inc. Grove Budget issues and budget planning and reporting
  - Review of Expenses, Returns, projected costs
  - Policy and oversight of Grove Charge-backs

- Secure discounts for grove materials (fertilizer, pesticides) and apply for external funding sources to help support the CREC groves

#### **7. Faculty Advancement Committee**

The committee will serve as needed at the recommendation of the Center Director.

Committee and sub-committee members will include:

- Past Recipients of UF Research Foundation Professorship
- Eminent Scholars and Chairs
- Endowed CREC Distinguished Professors
- Tenured Faculty members

Sub-committees may be formed as needed to carry out specific tasks. In particular, a Promotion and Tenure subcommittee consisting of a chair and members consisting of tenured faculty in Research, Extension and Teaching functions will serve as the review team for promotion (non-tenure track faculty) or promotion and/or tenure (tenure-track) packages. The chair of this committee provides consensus recommendations on strengths and weaknesses of packets and suggestions for strengthening candidate advancement portfolios via written assessment to the Center Director.

#### **8. Awards Committee**

The committee will serve as the advocacy group for the solicitation of award nominees from among faculty and staff at CREC. As announcements for awards and recognition are obtained and/or searched out of sources, this committee will work with individuals and teams to develop and forward quality packets for consideration for internal and external awards.

Work closely with other standing committees to expand the recognition received by CREC employees and visitors. Committee members will include:

- Graduate Student Representative
- Public Information staff member
- Previous CREC employee of the year award winners

#### **9. 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. Facilitation of distance delivery of courses is coordinated through this committee. The committee will also continually pursue innovative mechanisms to recruit new students and interns.

### **Article IV – Faculty Meetings**

The faculty meeting is the primary means of fostering communication among all faculty within the Citrus Research & Education Center. Faculty meetings should be held once monthly on a schedule published at the beginning of each semester. 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 Management 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.