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BYLAWS
of the
Academic Advising Center
College of Liberal Arts and Sciences
University of Florida

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1. Mission

We empower and teach students to explore and pursue their educational and professional goals.

Values

- **Connection:** We foster positive relationships with students and the broader community. We encourage students to build connections in support of their educational and professional goals.
- **Empowerment:** We see students as the experts of their own lives. We challenge and support students to be active participants in their holistic development through curricular and experiential learning.
- **Inclusion:** We respect and embrace a culture of inclusivity recognizing the wide range of individual lived experiences.
- **Integrity:** We strive to be accountable, honest, and transparent with students, ourselves, and our colleagues.
- **Professionalism:** We uphold the professional standards of advising and foster professionalism for students as part of their holistic development.

2. Operations

A. Membership

All full-time permanent employees of the Academic Advising Center (AAC) are voting members of the AAC, except when precluded by other articles in these Bylaws. These include the Director plus those holding the rank of Assistant In, Associate In, Senior Associate In, Lecturer, Senior Lecturer, or Master Lecturer; as well as those holding Staff positions in the AAC.

Non-voting members of the AAC include Graduate Assistants, Student Assistants, Peer Advisors, and CLAS Ambassadors.

B. Authority

Within the AAC, the ultimate authority resides in its voting members, except in those instances when the College or University has vested authority in the Director.

Operations of the AAC are conducted by the Director, the Executive Committee, and the Leadership Team. The *AAC Handbook* spells out the guidelines that govern the day-to-day operations of the unit.

Absentee voting is allowed via proxy provided to the Director or other designee.

C. The Director

The Director is the chief administrative and financial officer of the AAC. As such, the

1 Director carries out duties such as, but not limited to, the following:

- 2 a. Appoints the Assistant and Associate Directors of the AAC and selects the
3 members of standing non-elected project committees.
- 4 b. Supervises all receipts of money and expenditures and, with the advice of the
5 Leadership Team, prepares the annual academic program review and budget
6 documents for the Dean.
- 7 c. Coordinates the recruiting of new staff members in conjunction with the
8 appointed search committees.
- 9 d. Calls, supervises the preparation of the agenda for, and presides over AAC
10 meetings as specified in these Bylaws.
- 11 e. Supervises all routine activities of the AAC.
- 12 f. Represents the AAC to university officers and bodies and acts as the general
13 spokesperson for the AAC.
- 14 g. Assures that all provisions of these Bylaws are carried out.

15 The Director's term of service is set by the Dean of the College of Liberal Arts and Sciences.

16 The Director's performance may be evaluated internally at any time, at the initiative of
17 the Leadership Team, or at the request of one-third of the voting members of the AAC.
18 Should an evaluation be requested, the Leadership Team shall devise and submit a
19 questionnaire to members of the AAC. The results of the questionnaire will be conveyed
20 to the Director and the Dean and will be available to any member of the AAC upon
21 request.

22 If the position of Director is to become vacant, the Dean, after any consultation with
23 members or committees of the AAC they deem advisable, authorizes a search for a new
24 Director. If necessary, the Dean appoints an Acting Director.

25 26 D. Meetings

27 The members of the AAC will typically meet every two or three weeks, with at least two
28 regular staff meetings each semester. Agenda, reports, and other relevant materials will
29 be provided in advance. The agenda is determined by the Director in consultation with
30 the Leadership Team and project leaders. The agenda should include old and new
31 business, items proposed by members, and material presented from outside the AAC.

32 Additional meetings are called by the Director (1) on their own initiative, (2) at the
33 request of the Leadership Team, or (3) upon request by one-third of the voting members.

34 The Director presides at AAC meetings; in the Director's absence, an Associate Director
35 or another member designated by the Director shall preside. Meetings are conducted in
36 accordance with the customary rules of parliamentary procedure, insofar as these are not
37 modified by the provisions of the Constitution of the University of Florida or these
38 Bylaws.

1 A designee from the AAC will take notes at each meeting, which will subsequently be
2 made available to all members to review.

3
4 *Voting*

5 Items that require a non-confidential vote may be presented and voted on at regular staff
6 meetings. Votes are typically carried out orally, but at the request of any voting member, votes
7 will be held by confidential ballot.

8 Fifty percent plus one of the voting members of the AAC, excluding those on leave, shall
9 constitute a quorum.

10
11 **E. AAC Committees**

12 *Executive Committee*

13 The Executive Committee consists of the Director, the Associate Directors, and the Office
14 Manager. While the Leadership Team considers the day-to-day operations of the AAC,
15 the Executive Committee deliberates on issues related to the overall mission and vision
16 of the AAC, personnel issues, and on large-scale projects and initiatives.

17 The Executive Committee meets as needed, but will have at least one meeting each Fall
18 and Spring semester.

19
20 *Leadership Team*

21 The AAC Leadership Team is comprised of the Director, Associate and Assistant
22 Directors, Data Analyst, Office Manager, and two at-large members – one elected and
23 one appointed. At-large members will be elected/appointed prior to the start of the Fall
24 semester, and will serve one-year terms, for a maximum of two consecutive terms in
25 either capacity.

26 The Leadership Team considers matters of policy and procedure of concern to the AAC,
27 such as: (1) issues related to departmental projects; (2) the work of, and relations
28 between, the various committees in the AAC; (3) workloads and schedules; (4) relations
29 with other units; and (5) concerns of individual members.

30 The Leadership Team collaborates on the Annual Program Review for the College and
31 on the budget proposal before submission to the Dean. The Leadership Team is not a
32 legislative body. Policy questions subject to a vote shall be remanded to the AAC as a
33 whole.

34 The Leadership Team meets frequently, typically every week or every two weeks.
35 Meetings are called at the request of the Director, or of any other member of the
36 Committee. The Director presides at these meetings; in their absence, an Associate
37 Director or the most senior member presides.

1 *Merit Pay Committee*

2 The Merit Pay Committee will consist of three faculty members elected by secret ballot
3 for one-year terms from among the AAC faculty each summer or early in the Fall
4 semester. The names of all eligible faculty will appear on the ballot, and each member
5 of the AAC faculty will mark three names on their ballot. The Director and their
6 Assistant will tally the votes and identify the three faculty members receiving the
7 highest number of votes, who will then constitute the Merit Pay Committee.

8 Eligibility for this committee will consist of faculty who are not Assistant or Associate
9 Directors and faculty who have not previously served for two consecutive terms.

10 Further information on the procedures for the faculty Merit Pay Committee, as well as
11 procedures for staff merit pay, are found in Section 4 below.
12

13 *Project Teams and Committees*

14 The Leadership Team will meet annually, usually early in the Fall semester, to assign
15 faculty and staff to current projects and responsibilities, and to establish AAC liaisons to
16 academic units. A second meeting may be necessary to allow supervisors to consult with
17 their supervisees. After the list is finalized, it will be shared with the AAC as a whole and
18 made available in the [AAC Manual](#).

19
20 *Ad Hoc Committees*

21 The Director may establish committees of specified duration as needed to address specific
22 matters of importance to the AAC, including searches. The AAC shall be notified as soon
23 as possible of the purpose and makeup of all such committees.
24

25 *Vacancies*

26 If a vacancy occurs in any non-elected committee, the Director will appoint a replacement.
27 If a vacancy occurs on an elected committee, another election will be held as soon as
28 possible. If no eligible candidate is found, the Director is authorized to appoint a
29 replacement.
30

31 **3. Promotion**

32 Faculty members of the AAC occupy one of two title sequences eligible for promotion
33 consideration. The first sequence is Assistant In-Associate In-Senior Associate In, which
34 includes faculty whose primary assignment is advising. The second sequence is Lecturer-
35 Senior Lecturer-Master Lecturer, which includes faculty whose primary assignment is
36 teaching and program work in the Beyond120 program.
37

1 A. Assistant/Associate In Promotion Guidelines: Academic Advisors

2 Assistant/Associate In academic advisors in the AAC occupy non-tenure-accruing faculty
3 positions. The primary responsibilities of Assistant/Associate In faculty in the AAC are
4 in the areas of academic advising, service, and teaching (where appropriate). The
5 promotion of Assistant/Associate In faculty shall follow University and CLAS promotion
6 guidelines. The departmental policies and procedures herein are designed to
7 complement and clarify those existing guidelines.

8 Guidelines for tenure and promotion at the University state that criteria for promotion
9 "...shall be related to the performance of the work which the faculty member has been
10 assigned to do, and the responsibilities expected of a member of the university
11 community." The primary responsibilities of Assistant/Associate In/Senior Associate In
12 faculty in the AAC are advising and service, and consequently evaluation for promotion
13 will be based solely on these assignments, unless other additional assigned duties (such
14 as teaching or unit administration) have been negotiated with the Director and are
15 reported on the faculty member's annual activity report.

16 There are two levels of promotion available to Assistant/Associate In faculty:

- 17 1) Promotion from Assistant In to Associate In, for which there must be evidence of
18 sustained meritorious achievements in advising and service.
- 19 2) Promotion from Associate In to Senior Associate In, for which there must be
20 evidence of sustained superior achievements in advising and service beyond what
21 was on the record at the time of last promotion.

22
23 (1) *Standards*

24 Promotion for academic advisors is based on a record of sustained meritorious
25 achievement in advising, program development, and service, completed at the AAC or
26 in combination with professional academic advising or related experience from UF or
27 another institution of higher education. Service as a Graduate Assistant is generally not
28 recognized towards promotion, but if such service is performed within the AAC, the
29 Director may, at their discretion, count every two years of Graduate Assistant service as
30 one year for promotion considerations.---The primary areas of achievement to be
31 evaluated are the following: academic advising and service to the AAC, the college, the
32 university, and the profession.

33 The AAC evaluates advising through positive student advising evaluations, strong
34 advising reviews from peers, and contributions in the areas of advising program
35 development.

36 The AAC evaluation of service includes, but is not limited to, the following:

- 37 • Serving on campus committees at the college or university level.
- 38 • Serving as advisor to student groups.

- 1 • Collaborating on programming with other campus offices.
- 2 • Serving on search committees.
- 3 • Serving on standing and ad-hoc committees in the AAC or otherwise assisting
- 4 with AAC initiatives. AAC committees and program areas include but are not
- 5 limited to: petitions, transfer admissions, readmissions, probation, Preview, and
- 6 advising special populations such as Exploratory or Promise students.
- 7 • Professional development efforts, including attending conferences, presenting or
- 8 assuming a leadership position in a related professional association. Some
- 9 examples for academic advisors include, but are not limited to: Undergraduate
- 10 Advising Council (UAC), National Academic Advising Association (NACADA),
- 11 American College Personnel Association (ACPA), Student Affairs Administrators
- 12 in Higher Education (NASPA), National Association of Advisors for the Health
- 13 Professions (NAAHP), and the Southern Association of Pre-Law Advisors. The
- 14 AAC will also consider professional development activity in the areas of diversity,
- 15 equity, and inclusion.

16 In addition, for promotion from Associate In to Senior Associate In, candidates must:

- 17 • Be positive role models and leaders in the office.
- 18 • Assume leadership roles in AAC committees or program activities.
- 19 • Assume leadership roles in college, university or national committees, programs,
- 20 or organizations.

21 22 *(2) Process*

23 During the Spring term of the faculty member's third year in rank, a Progress to
24 Promotion process will be initiated (typically for promotion from Assistant In to
25 Associate In) to evaluate progress towards meeting the promotion standards. (See the
26 AAC's Progress to Promotion process below.)

27 Application for promotion typically occurs after 5 years in rank at UF. Service at a
28 previous, comparable institution and time served as a Graduate Assistant in the AAC
29 may be considered at the discretion of the Director. The faculty member and their
30 supervisor will meet with the Director to evaluate the faculty member's progress toward
31 meeting the promotion standards and readiness to apply for promotion in the next
32 promotion cycle. The same process will occur for promotion from Associate In to Senior
33 Associate In after comparable years in rank.

34 Candidates for promotion will follow college and university guidelines and deadlines for
35 initiation of the process and packet preparation; candidates should notify the Director no
36 later than July 1st of their intention to apply for promotion. The Collective Bargaining
37 Agreement specifies that five letters of evaluation are required. University guidelines
38 allow non-tenure track faculty to substitute internal for external letters, although external
39 letters can and should be solicited if appropriate to the candidate's case.

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(3) *Evaluation*

The faculty member should complete a draft of their promotion packet following the timeline provided by the Dean’s office. That draft will be submitted to the Director and the CLAS Human Resources Manager for editorial review, following which the candidate may make any needed edits/updates. The edited packet will ideally be available by September 1st to any eligible unit faculty for review. Eligible faculty include those at or above the rank being sought. These individuals will be given at least one week to review the promotion materials.

After the review period, eligible faculty will meet with the Director to discuss the nomination. A secret ballot shall be taken no earlier than one day following the meeting. Votes will be submitted anonymously to the Director within 24 hours.

The Director prepares the letter indicating endorsement or lack of endorsement for the nomination. The nomination must be forwarded to the college level for consideration unless the candidate chooses to withdraw their nomination.

B. Lecturer Promotion Guidelines: B120 Faculty

Lecturers in the Beyond 120 program occupy non-tenure-accruing faculty positions. The primary responsibilities of these Lecturers are in the areas of teaching and program development, classified as “other instructional duties.” The promotion of Lecturers shall follow University and CLAS promotion guidelines. The departmental policies and procedures herein are designed to complement and clarify those existing guidelines.

Guidelines for tenure and promotion at the University (<https://aa.ufl.edu/policies/tenure-and-promotion-information/>) state that criteria for promotion “...shall be related to the performance of the work which the faculty member has been assigned to do, and the responsibilities expected of a member of the university community.” The primary responsibilities of Lecturers in Beyond 120 are teaching, program development, and service; consequently, evaluation for promotion will be based solely on these assignments unless other additional assigned duties have been negotiated with the Director and are reported on the Lecturer’s annual activity report.

There are two levels of promotion available to Lecturers:

- 1) Promotion from Lecturer to Senior Lecturer, for which there must be evidence of sustained meritorious achievements in teaching, program development, and service.
- 2) Promotion from Senior Lecturer to Master Lecturer, for which there must be evidence of sustained superior achievements in teaching, program development, and service beyond what was on the record at the time of last promotion.

1 (1) *Standards*

2 Promotion for Lecturers is based on a record of sustained meritorious achievement
3 completed in the Beyond 120 program or in combination with professional teaching,
4 program development, or related experience from another program or institution. The
5 primary areas of achievement to be evaluated are: teaching and program development;
6 and service to the college, the university, and the profession (including professional
7 development activities).

8 The AAC evaluates teaching and other instructional activities, such as program
9 development, through indicators such as, but not limited to:

- 10 • Positive student teaching evaluations
- 11 • Efforts to develop and improve teaching skills
- 12 • Significant efforts in course development, improvement, and enhancement (e.g.,
13 new assignments, new content, out-of-class experiences, etc.)
- 14 • Strong peer teaching reviews
- 15 • Substantial time devoted to student advising and consultations
- 16 • Contributions to program development, including the creation, maintenance, or
17 enhancement of experiential opportunities for students
- 18 • Efforts to develop and maintain relationships with alumni, donors, and employers

19 The AAC evaluation of service includes, but is not limited to, the following:

- 20 • Engaging in outreach efforts for Beyond 120 or related programming
- 21 • Facilitating and/or attending after-hours or weekend events to promote Beyond
22 120 programming
- 23 • Serving on campus committees at the college or university level
- 24 • Serving on standing or ad-hoc committees at the program, college, or university
25 level
- 26 • Serving as advisor to student groups
- 27 • Collaborating on programming with other campus offices or with other
28 institutions, including sharing knowledge and expertise
- 29 • Professional development efforts, including attending conferences, presenting or
30 assuming a leadership position in a related professional association. The AAC will
31 also consider professional development activity in the areas of diversity, equity,
32 and inclusion.

33
34 (2) *Process*

35 During the Spring term of the faculty member's third year in rank, a Progress to
36 Promotion process will be initiated (typically for promotion from Lecturer to Senior
37 Lecturer) to evaluate progress towards meeting the promotion standards. (See the AAC's

1 Progress to Promotion process below.)

2 Application for promotion typically occurs after 5 years in rank at UF. Service at a
3 previous, comparable institution may be considered. The faculty member and their
4 supervisor will meet with the Director to evaluate the faculty member's progress toward
5 meeting the promotion standards and readiness to apply for promotion in the next
6 promotion cycle. The same process will occur for promotion from Senior Lecturer to
7 Master Lecturer after comparable years in rank.

8 Candidates for promotion will follow college and university guidelines and deadlines for
9 initiation of the process and packet preparation; candidates should notify the Director no
10 later than July 1 of their intention to apply for promotion. The Collective Bargaining
11 Agreement specifies that five letters of evaluation are required. University guidelines
12 allow non-tenure track faculty to substitute internal for external letters, although external
13 letters can and should be solicited if appropriate to the candidate's case.

14
15 *(3) Evaluation*

16 The faculty member should complete a draft of their promotion packet following the
17 timeline provided by the Dean's office. That draft will be submitted to the Director and
18 the CLAS Human Resources Manager for editorial review, following which the candidate
19 may make any needed edits/updates. The edited packet will ideally be available by
20 September 1st to any eligible unit faculty for review. These individuals will be given at
21 least one week to review the promotion materials.

22 After the review period, eligible faculty will meet with the Director to discuss the
23 nomination. A secret ballot shall be taken no earlier than one day following the meeting.
24 Votes will be submitted anonymously to the Director within 24 hours.

25 The Director prepares the letter indicating endorsement or lack of endorsement for the
26 nomination. The nomination must be forwarded to the college level for consideration
27 unless the candidate chooses to withdraw their nomination.

28
29 *C. Progress to Promotion*

30
31 *(1) Process*

32 The University of Florida Collective Bargaining Agreement (Article 19.8) specifies that
33 "all departments that employ non-tenure track faculty shall develop a Progress to
34 Promotion review process...the purpose of this appraisal shall be to assess the faculty
35 member's progress toward meeting the criteria for promotion and to provide
36 assessments, suggestions, and guidance to assist the faculty member in fulfilling the
37 University's, College's, and Department's criteria."

38 All faculty in their third year in rank or beyond of a non-terminal rank (Senior Associate

1 In or Master Lecturer) are eligible to be reviewed under the Progress to Promotion
2 process. Typically, these reviews will occur in the third year in rank only, although any
3 faculty member who would like to be reviewed at another time may do so.

4 During the Fall term, the Director will identify which faculty members are eligible for the
5 Progress to Promotion Review and distribute to those individuals a survey to ascertain
6 which members want to be reviewed, and which prefer to opt out. This decision must be
7 made by January 10th. Faculty members who decline to be reviewed will again be eligible
8 the following year, unless they have been promoted to the next rank in the title sequence.
9 Declining a Progress to Promotion review does not prevent or in any way prejudice a
10 subsequent application for promotion.

11 The faculty member who agrees to be reviewed under this Progress to Promotion process
12 will be instructed to prepare an appraisal dossier containing the same kind of information
13 as would be included in a promotion dossier, minus the external letters of evaluation.
14 The Director and the Office Manager will work with the faculty member to ensure that
15 the following materials are available for inclusion in the dossier: annual activity
16 assignments; departmental promotion criteria; annual evaluations.

17 The dossier will be submitted to the Director by March 1st.

19 (2) *Evaluation*

20 Faculty members senior in rank and eligible to vote on promotion within the AAC shall
21 review the appraisal dossier and meet with the Director by April 1st, to assess whether
22 the faculty member under review is making satisfactory progress toward promotion,
23 according to the kinds of expectations and indications of success that are (1) appropriate
24 at this point in faculty service and (2) consistent with AAC promotion guidelines.

25 By April 15th, the Director will prepare a written summary of the Progress to Promotion
26 evaluation. These results will include any recommendations about how the faculty
27 member might improve their performance and which assistance might be available to
28 help improve performance. This review letter and the candidate's dossier will be
29 submitted to the Dean's office for review, no later than June 10th.

30 Upon approval from the Dean, the Director will then share the letter with the faculty
31 member, and will arrange a meeting to discuss it. This meeting will take place no later
32 than July 10th. The appraisal will not be placed in the faculty member's permanent file
33 and shall not be included in any subsequent promotion dossier.

36 **4. Merit Pay Plan**

37 This section sets forth procedures and guidelines by which recommendations for merit
38 salary increases will be made in the AAC.

1 A. Faculty merit

2 Awards of merit increments are designed to recognize outstanding overall performance
3 in the AAC in the areas of teaching, advising, and service as they correspond to each
4 member's assignment.

5
6 *The Role of the Merit Pay Committee*

7 The Merit Pay Committee (MPC) consists of three members as described in Section 2
8 above. The MPC will meet every year after the Spring term to review each faculty
9 member's performance for that year. They will consider that year's Annual Activity
10 Report (AAR) as well as any other documentation requested (e.g., a short summary of the
11 year's accomplishments). The committee then makes recommendations to the Director
12 for merit pay or other performance-based bonuses made available to faculty by the
13 administration. These recommendations take the form of an overall assessment of 1
14 (=acceptable but not meritorious performance), 2 (=meritorious performance), or 3 (=
15 highly meritorious performance).

16 Because Associate and Assistant Directors are not eligible to serve on the committee,
17 merit pay decisions regarding the Associate and Assistant Directors will be made by the
18 Director. Members of the Merit Pay Committee will not include themselves in the
19 recommendations.

20 *Procedures*

21 When general merit money is allocated or anticipated, the Director will review the
22 recommendations of the MPC, and will consider the AAR of each faculty member for the
23 applicable year(s), as well as any additional documentation submitted by individual
24 faculty members. (Barring administrative stipulations to the contrary, merit pay
25 deliberations will consider all the AARs since the last time faculty were eligible for merit
26 pay.) The Director then recommends merit increases.

27 Individuals may request a conference with the Director at any point in this procedure.
28 Once recommendations are made, individuals may appeal to the Director and/or request
29 an audience with the MPC to request reconsideration. If changes are deemed advisable,
30 but too late for a change to be effective that year, the case will be given priority in the next
31 merit period.

32
33 B. Staff merit

34 Awards of merit increments are designed to recognize outstanding overall performance
35 in the AAC in carrying out the staff member's assigned functions. "Outstanding" signifies
36 superior performance in relation to departmental norms and averages.

37

1 *Procedures*

2 When merit pay is available to staff members, the Director will ask the Office Manager to
3 provide assessments of the overall performance of the staff member. The Office Manager
4 may request information from faculty or other staff in order to establish an overall picture
5 of the work of the staff member within the AAC. Barring administrative stipulations to
6 the contrary, merit pay deliberations will consider performance since the last time staff
7 members were eligible for merit pay. The director will use this information to recommend
8 merit increases.

9 Once recommendations are made, individuals may appeal to the Director to request
10 reconsideration. If changes are deemed advisable, but too late for a change to be effective
11 that year, the case will be given priority in the next merit period.

12

13 **5. Amendments**

14 Any three voting members of the AAC may propose an amendment to these Bylaws to
15 the Director in writing. The said amendment shall be circulated to the AAC at least two
16 weeks prior to the meeting at which it is to be voted. Any two voting members may also
17 introduce an amendment at an AAC meeting, with the vote to be taken no sooner than
18 two weeks following the meeting and no later than three weeks, by secret ballot.

19 A two-thirds majority of voting members of the AAC is required to pass an amendment. Any
20 amendment that is passed in the AAC will then be presented to the Dean's office for final
21 approval.