Standing Rules
Institute of Arctic and Alpine Research

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1. Titles

1.1. Comparison of INSTAAR titles with Univ. of Colorado HR classifications

INSTAAR rank	INSTAAR role & responsibilities	CU HR classification
Fellow	voting Directorate member	Professor Associate Professor Assistant Professor Research Professor Associate Research Professor Assistant Research Professor Senior Research Associate Research Associate Working Retiree Researcher
Fellow Emeritus/Emerita	Honorary title for former Fellows	Professor Emeritus/Emerita Senior Research Associate Research Professor Working Retiree Researcher
RS II, RS III, SRS	Institute member eligible to apply to become a Fellow	Senior Research Associate Research Associate
RS I	Institute member not eligible to apply to become a Fellow. Represented at Directorate meetings by a representative	Postdoctoral Researcher Research Associate
Senior Professional Scientist Professional Scientist I and II	Institute member generally not eligible to apply to become a Fellow. Represented at Directorate meetings by a representative	Senior PRA, PRA
Graduate Student	Institute member supervised by a Fellow. Represented at Directorate meetings by a representative	Graduate Research Assistant Graduate Teaching Assistant Graduate Research Fellow
Affiliate	Institute member not eligible to apply to become a Fellow. Not represented at Directorate meetings	Wide range of University classifications; can also include non-CU scholars

1.2. Description of Titles

1.2.1. Fellows

Fellows of INSTAAR are expected to contribute to the institute's core mission and contribute to institute service by serving on committees, being active in INSTAAR governance, and by attending INSTAAR Directorate meetings on a regular basis.

1.2.2. Research Faculty

Research faculty ranks are designed to correspond to those of tenure-stream faculty. Research faculty are expected to maintain the normal, roughly 0/80/20 proportion of teaching, research and service, although these proportions can be subject to negotiation with the Director as needed to accommodate special circumstances.

1.2.2.1. Research Scientist I

RSI, otherwise known as postdoctoral scholar or postdoctoral fellow, pertains to an individual who has a recent (<five years) Ph.D. or equivalent. Postdoctoral scholars participate in a full-time regimen of advanced training and research under the supervision and direction of a faculty research mentor.

1.2.2.2. Research Scientist II (RSII)

RSII is considered by INSTAAR to be equivalent to a tenure-stream Assistant Professor title for tenure-stream faculty and is attained by promotion after several (typically five) years of strong performance evaluations as an INSTAAR RSI ("4: Exceeding Expectations") or, when appropriate, is granted to individuals hired with several years of post-doctoral work elsewhere. A RSII is expected to participate actively in research by solicitation of external support, publication in refereed journals, and presentation of papers at national scientific meetings. Furthermore, an RSII must demonstrate commitment to INSTAAR's goals and mission. If not already appointed as a RSII, RSIII, or SRS, INSTAAR personnel who apply to become an Assistant Research Professor must at the same time be considered for RSII status.

1.2.2.3. Research Scientist III (RSIII)

RSIII is considered by INSTAAR to be the equivalent of the Associate Professor title for tenure-stream faculty, is attained by promotion after 5 years of strong performance evaluations as an INSTAAR RSII ("4: Exceeding Expectations") or, when appropriate, is granted to individuals hired with 6 to 10 years of independent research experience elsewhere at levels equivalent to a RSI or RSII. Similar to the RSII title, a RSIII must demonstrate commitment to INSTAAR's goals and mission. A RSIII is expected to demonstrate accomplishment in research, including regular publication of articles in prestigious refereed journals, regular presentation of papers at national or international scientific meetings, and be successful in obtaining research support funding. In addition, the individual is expected to demonstrate a high level of commitment to the goals and mission of INSTAAR, and to provide service to the institute and profession by serving on external committees or organizing or chairing national and/or international meetings, workshops, etc. An RSIII is encouraged to develop an academic relationship with an appropriate department at CU, particularly in order to mentor graduate students. If not already appointed as a RSIII or SRS, INSTAAR personnel who apply to become an Associate Research Professor must at the same time be considered for RSIII status.

1.2.2.4. Senior Research Scientist (SRS)

SRS is considered by INSTAAR to be equivalent to the title of Professor for tenure-stream faculty and coincides with the existing University title of Senior Research Associate, for which standards and procedures are in place. The title pertains to an individual who, because of outstanding, sustained, and superior performance is recognized by their peers as an accomplished senior researcher in their field. Researchers with this title will have made outstanding contributions in research and achieved national and international recognition, as evidenced by original publications in internationally recognized peer-reviewed journals, service in national and international organizations and review groups, and continued research funding from peer-reviewed sources. Evidence of a long-term commitment to INSTAAR's goals and mission is also required. If not already appointed as a SRS, INSTAAR personnel who apply to become a Research Professor must at the same time be considered for SRS status.

1.2.3. Professional Scientist

Professional scientist ranks are designated for individuals possessing competence to carry out research or scholarly work of a quality comparable to that produced by a graduate student. This corresponds to titles in the university system of Professional Research Assistant. A Professional Scientist works in a collaborative role with a principal investigator and contributes substantively to the project. As a collaborator, the Professional Scientist is encouraged to receive credit as author or coauthor of publications and technical reports, and shares instructional responsibilities in the research setting.

The bachelor's degree or equivalent experience is required for appointment to the Professional Scientist position. The title "Professional Scientist" is not used for individuals performing regular classified staff duties such as secretarial, clerical, or accounting functions.

1.2.3.1. Professional Scientist I

This is an entry-level title for an individual competent to carry out research or scholarly work of a quality comparable to that produced by a graduate student. The Bachelor's Degree or equivalent experience is required for appointment to the Professional Scientist I title. After five years of strong (exceed or higher expectations) annual performance evaluations as an INSTAAR Professional Scientist I, an individual is eligible for promotion to INSTAAR Professional Scientist II.

1.2.3.2. Professional Scientist II

These individuals have a bachelor's degree and at least five years of experience, either within their institute or department or elsewhere, or they hold a recent (three years or newer) master's degree, professional engineer's certification, or equivalent experience. After five years of strong annual performance evaluations as an INSTAAR Professional Scientist II, an individual is eligible for promotion to Senior Professional Scientist.

1.2.3.3. Senior Professional Scientist

This title is coincident with the University title of Senior Professional Scientist. This title designates an individual possessing competence to carry out independent and high-quality research or scholarly work. Appointment to this position is a promotion above the rank of Professional Scientist II and most Senior Professional Scientists have specialized skills and experience. The master's degree, professional engineer's certification, or equivalent experience is required for appointment as a Senior Professional Scientist.

1.2.4. Graduate Student

INSTAAR graduate students are admitted to the University of Colorado Boulder through an academic department or program. They conduct research that is consistent with the mission of INSTAAR and the University of Colorado Boulder, with a significant portion of that research through INSTAAR. Such students will have a Directorate member as their primary or co-advisor.

1.2.5. Affiliate

Affiliates participate in INSTAAR through collaborations and activities that will include more than one of the following:

- Collaborating with current INSTAAR scientists.
- Delivering and attending seminars at INSTAAR.
- Interacting with INSTAAR graduate students and postdoctoral fellows.
- Participating on INSTAAR committees as appropriate.
- Providing a level of liaison with their host organization and INSTAAR.

- Attending institute meetings, retreats, and social functions.
- Affiliates may wish to be a PI or Co-PI on research grants run through INSTAAR.

Affiliates of INSTAAR must adhere to the INSTAAR Community Norms and Agreements.

Affiliates who wish to submit proposals through the institute should consult with their INSTAAR sponsor and the office of the Director well in advance of the submission deadline. Proposal submission may involve additional requirements at the institute and university levels; thus, it is recommended that Affiliates begin discussions with relevant INSTAAR personnel early. If an Affiliate can and will draw salary on a grant, then the Affiliate will be reappointed as an employee of CU, i.e., a Research Scientist.

2. Appointment

INSTAAR strives to appoint individuals who can be part of a collaborative, supportive, and respectful work environment.

2.1. INSTAAR Directorate

Joining INSTAAR's Directorate as a Fellow is not based on academic credentials alone. Prospective Fellows need to demonstrate a commitment to INSTAAR before being eligible for Fellow status. Additional details are provided in the subsections below.

2.1.1. Tenured/tenure-track Faculty

Individuals hired to fill a tenured/tenure-track (TTT) faculty position in a joint search with one of INSTAAR's partner academic units on the CU-Boulder campus following standard search procedures, whether as an open or targeted search, are automatically voting members of the INSTAAR Directorate. TTT faculty are expected to maintain the normal, roughly 40/40/20 proportion of teaching, research and service, although these proportions can be subject to negotiation with the Director and appropriate Department Chair (and when needed the Deans of the appropriate School or College) as needed to accommodate special circumstances. INSTAAR TTT faculty members have their initial (hiring) salary determined by negotiation with the INSTAAR Director.

Individuals who currently hold a TTT position in an academic unit at the University of Colorado Boulder, who have developed a research program that aligns with one or more of INSTAAR's areas of research excellence, and who can demonstrate a clear commitment to the long-term growth, innovation, and positive culture of the institute are eligible to apply for membership of the Directorate. The candidate must initially discuss the potential for a joint appointment with the Unit Head in the candidate's tenure home and with the INSTAAR Director. The candidate will request in writing to the INSTAAR Personnel Committee to join the Directorate as a Fellow and will provide the following:

- Letter of motivation of why the candidate wants to join the Directorate including an outline of current and/or likely future research collaborations with INSTAAR researchers.
- Current CV.
- Summary of recent scholarship including proposal activity.
- Contact information for six referees including at least two INSTAAR Directorate members and two referees external to CU.
- The candidate should contact INSTAAR's Seminar Committee and arrange to present a research seminar to, and stand for questions from, the Directorate.

If the Personnel Committee deems that the information submitted is complete and the candidate has met the criteria outlined above, the Personnel Committee will present the candidate's information and request to the Directorate. The Directorate will vote on the application, with a 2/3 majority required for acceptance.

Normally, candidates will be in a TTT position in one of the Academic Units that have already developed a partnership with INSTAAR, but individuals from other academic units may also consider applying for membership in the Directorate. If a TTT faculty member is approved as an INSTAAR Fellow or otherwise is relocated to INSTAAR, then their Departmental Administration Indirect Cost Recovery will be modified, as defined by the institute and in discussion with the original department. As appropriate, the Faculty member will also undergo annual review by both the original department and by the Institute.

2.1.2. Research Scientist Fellow

Individuals who hold the University title of Research Associate and an INSTAAR title of RSII, RSIII or SRS are eligible to apply to become an INSTAAR Fellow and serve on the Directorate. Research Scientist Fellows are at the forefront of their fields with scientific specializations that further the INSTAAR mission. Normally, candidates will have been an INSTAAR personnel for at least 5 years as an active member contributing to the institute's research, mentoring, and community engagement activities prior to being considered as a potential Fellow, though exceptions can be made in unusual circumstances. To be eligible for Fellow status, a Research Associate will have established a record of academic scholarship at least comparable to that of an Assistant Professor in a tenure-track position, with an emphasis on a track record of funded research, and a record of successfully mentoring graduate students, postdoctoral fellows, or undergraduate honor's thesis students (i.e., mentoring students towards completing independent research projects). It is expected that the candidate not only would have research interests that complement INSTAAR's mission but that the candidate can also demonstrate a clear commitment to the long-term growth, innovation, and positive culture of the institute. The candidate will request in writing to the INSTAAR Personnel Committee to join the Directorate with the following information:

- Letter of motivation of why the candidate wants to join the Directorate including an outline of current and/or likely future research collaborations with INSTAAR researchers.
- Current CV.
- Summary of recent scholarship including proposal activity.
- Contact information for six referees including at least two INSTAAR Directorate members and two referees external to CU.
- The candidate should contact INSTAAR's Seminar Committee and arrange to present a research seminar to, and stand for questions from, the Directorate.

If the Personnel Committee deems that the information submitted is complete and the candidate has met the criteria outlined above, the Personnel Committee will present the candidate's information and request to the Directorate. The Directorate will vote on the application, with a 2/3 majority required for acceptance.

2.1.3. Research Professor

Applicants to CU Boulder's Research Professor Series are encouraged to contact the INSTAAR Director for discussion. The procedure for the appointment of Research Professors is detailed by the Research and Innovation Office at the University of Colorado Boulder.

2.1.4. Tenured/tenure-track Retiree

When a TTT *Fellow* retires from their TTT position at the University, their position as *Fellow* is terminated. However, on retirement they may apply for continuation as *Fellow* if they propose to remain active in research and institute service, consistent with the expectations of a Research Scientist *Fellow*. The candidate will request in writing to the INSTAAR Personnel Committee to continue their membership on the Directorate. Applications should describe how the retiree proposes to contribute to the mission of INSTAAR. Applications are reviewed by the Personnel Committee, which makes a recommendation to the Directorate, and must be approved by a two-thirds majority of voting *Fellows*.

2.2. Research Scientist

All INSTAAR Research Scientists report either to the INSTAAR Director, an INSTAAR Fellow, or an INSTAAR approved supervisor. Individuals who wish to be considered for a new appointment as an INSTAAR Research Scientist should contact a relevant supervisor for discussion about a

potential appointment. Research Scientist appointments are 5-year term renewable appointments, except in the case of RSI, which is not renewable.

Appointment shall follow University rules and the following INSTAAR practices:

- The supervisor will conduct adequate reference checks on all candidates.
- Supervisors will base hiring decisions on best practices and will determine the appropriate INSTAAR title using information in Section 1.
- The supervisor will provide the Office of the Director: (a) the applicant's current CV or resume; and (b) for appointment of SRS, RSIII, and RSII personnel, up to 5 of the applicant's best publications. Under unusual circumstances, the Director may make recommendations about hiring decisions.
- The supervisor will: (a) discuss the level and logistics of any outside funds being transferred with the INSTAAR Finance Director, and (b) discuss facility and space needs with the Director, Associate Director, and Associate Director of Laboratories.

2.3. Professional Scientist

Appointment shall follow University rules and the following INSTAAR practices:

- The INSTAAR supervisor will conduct adequate reference checks on all candidates.
- Supervisors will base hiring decisions on best practices and will determine the appropriate INSTAAR rank based on the information provided in Section 1.
- The supervisor will discuss the level and logistics of any outside funds being transferred with the INSTAAR Finance Director.
- Upon successful hiring, the supervisor will discuss facility and space needs with the Associate Director and Associate Director of Laboratories.

2.4. INSTAAR Affiliate

To be considered for INSTAAR Affiliate status, a candidate needs one or more sponsors to aid in their appointment as an INSTAAR Affiliate. Only INSTAAR Fellows can sponsor an INSTAAR Affiliate. Each applicant will send the INSTAAR Director a file that includes:

- A formal letter of application.
- A 2-page account of scholarship, achievements, and future directions, and how these fit into INSTAAR's mission.
- Current CV or resume.
- Up to 5 of their best publications, reproductions of creative works, or other evidence of scholarly or creative activity.

The application packet will be reviewed first by the Office of the Director. If deemed appropriate and complete, the application packet will be made available to the Directorate for a two-week comment period. The Director will take any comments from Directorate members into account when reaching a final decision about the Affiliate application. If the application is viewed favorably, the Director will seek the advice of the sponsor to ensure that any logistical needs of the applicant will be met either by the sponsor or the sponsoring research group. The Director will write a formal letter acknowledging the success, or lack thereof, in regard to their standing as an Affiliate of INSTAAR. Affiliate application success or lack of success will be announced to the Directorate via email. Affiliate status is for a period of 5 years, which can be renewed.

Previous INSTAAR Directorate members who have moved to another academic institution will be granted complimentary Affiliate status upon their departure from INSTAAR for a period of 5 years, which can be renewed.

2.5. Research Professor

These appointments follow strict guidelines defined by the CU Research and Innovation Office. The application packet will be submitted to the INSTAAR Director, referee letters obtained by the Personnel Committee, and those materials will be made available to the INSTAAR Directorate for consideration and vote. If approved by the INSTAAR Directorate, the Director will provide the required information to the Research and Innovation Office (RIO).

INSTAAR personnel seeking appointment to the Research Professor series will simultaneously be considered for appointment or promotion to the INSTAAR Research Scientist series as appropriate. For example, an INSTAAR personnel seeking appointment as an Assistant Research Professor will simultaneously be considered for appointment or promotion if needed to a RSII position. While the INSTAAR appointment procedures have been harmonized as much as possible with RIO's procedures, it is the candidate's responsibility to make sure they have provided the Personnel Committee with all information required for the Research Scientist appointment procedures as well as the Research Professor appointment procedures.

2.6. Emeritus Fellow

Fellow Emeritus/Emerita of INSTAAR is an honorary title bestowed upon a retired Fellow whose current professional activities contribute to the INSTAAR mission, but who no longer contributes service to the institute. A member of the INSTAAR Directorate in good standing who wishes to apply for INSTAAR Fellow-Emeritus status should submit a letter of intent to the INSTAAR Director. The case will be discussed and voted upon by the INSTAAR Directorate with a 2/3 majority required for acceptance. Fellows Emeriti are not eligible to vote, do not receive Directorate emails, and do not have access to the Directorate Teams channel. INSTAAR may informally consult with Emeritus Fellows for their expertise and institutional memory.

3. Reappointment and Promotion

3.1. INSTAAR Fellows: Reappointment to the Directorate

INSTAAR Fellows will be reviewed at regular intervals to ensure that the individual is meeting minimum expectations for INSTAAR Directorate membership. Following a successful review, the Fellow will be notified of their reappointment to the Directorate in writing from the Office of the Director.

Fellows will maintain an active research program, will be expected to contribute to INSTAAR's mission through their research, service, outreach or teaching activities, and normally will have at least 50% salary, though exceptions can be made by the Director. Fellows are expected to attend Directorate meetings regularly (barring conflicts with university teaching assignments, field campaigns, conference travel, etc.), contribute to INSTAAR governance, and contribute to INSTAAR service typically by serving on at least one of INSTAAR's committees each semester. Fellows are also expected to model the values and standards of behavior described in the INSTAAR Community Norms and Agreements. If a Fellow cannot meet these expectations, then their Directorate appointment will lapse until Directorate reappointment again becomes possible. Individuals may use Directorate membership lapses to address corrective action recommendations raised by reappointment review.

INSTAAR TTT Fellow reappointment to the Directorate is timed to be coincident with reappointment, tenure/promotion, and post-tenure reviews in the academic department in which the Fellow's tenure home resides. For TTT reappointment and tenure/promotion, the Directorate will discuss the contents of the dossier; the discussion will inform the decision to reappoint the candidate to the INSTAAR Directorate. For post-tenure review, the Executive Committee will discuss the contents of the dossier; the discussion will inform the decision to reappoint to the INSTAAR Directorate. If the Executive Committee does not recommend reappointment to the Directorate at post-tenure review, the Directorate will hold a discussion of the dossier; the discussion will inform the decision to reappoint to the INSTAAR Directorate.

For INSTAAR Fellows with titles from the Research Professor series, their reappointment to the Directorate is timed to be coincident with reappointment and promotion in the Research Professor series. For Research Professor reappointment and promotion, the Directorate will discuss the contents of the dossier; the discussion will inform the decision to reappoint the candidate to the INSTAAR Directorate.

INSTAAR Fellows with titles from the Research Scientist series will be reviewed every 5 years for reappointment to the Directorate. The Office of the Director will contact the Fellow and ask for the following to be submitted:

- A CV that includes publication records as well as a record of instruction including any advising and mentoring of students.
- A 2-page document that outlines the Fellow's most significant contributions over the past five years related to INSTAAR's mission. These contributions can include research, teaching, or outreach/engagement activities.
- Names and contact information for all graduate students, postdoctoral fellows, and undergraduate students for whom the Fellow has served as a primary mentor in the past five years. The Office of the Director may solicit feedback from some or all of these students to support the renewal application.

The Executive Committee will discuss the contents of the dossier; the discussion will inform the decision to reappoint to the INSTAAR Directorate.

3.2. Fellow-Emeriti

INSTAAR Fellow-Emeriti are appointed for life. Thus, there is no subsequent need for reappointment, barring extenuating circumstances of a legal or moral nature, or any actions or behaviors that violate the University Code of Conduct or the INSTAAR Community Norms and Agreements. The level of Institute support (including office and laboratory space) will depend on the level of activity within the institute and is at the discretion of the Director.

3.3. Research Scientist

3.3.1. Reappointment

Research Scientists with titles RSII, RSIII, and SRS are appointed to five-year terms. The Office of the Director will notify the Research Scientist prior to the need for reappointment and allow them to update their personnel file.

Reappointment applicants should submit to the Office of the Director to place in their personnel file:

- A formal letter stating their desire for reappointment.
- A two-page statement of their past achievements and future directions, and how these fit into INSTAAR's mission.
- Current CV.
- A letter of support from an INSTAAR Fellow or the Research Scientist's INSTAAR supervisor.

The INSTAAR Executive Committee will review the applicant's personnel file (including FRPAs) and present a recommendation to the Director concerning reappointment. If the Executive Committee raises questions or concerns about the personnel file, the file will be sent to the Personnel Committee for further review and information gathering as needed. In this situation, the Personnel Committee will submit a recommendation concerning reappointment to the Director and Executive Committee. A 2/3 majority vote by the Executive Committee is required for acceptance. The final decision is with the Director, who is the designated hiring authority of the Institute. With a successful vote, the applicant will negotiate a salary level and/or any other conditions with their supervisor. The Director will provide formal request for reappointment to the Research and Innovation Office (RIO) for all successful applicants according to the rules of RIO. A formal offer letter will be sent to the applicant by RIO appointing the applicant. If the recommendation from the Personnel Committee is negative, the candidate will be notified in writing by the Office of the Director.

3.3.2. Promotion

Applicants wishing to be promoted to RSII, RSIII, or SRS need to complete a file for the INSTAAR Personnel Committee that includes:

- A formal letter addressed to INSTAAR's Personnel Committee stating the wish to be considered for promotion.
- Current CV including publication record, funding history, proposal writing activity, and a record of instruction and/or student mentoring.
- For RSII promotion applications, up to three examples of their best publications. For RSIII and SRS promotion applications, up to five examples of their best publications. Except for first authored or single authored papers, the candidate should detail their distinctive role in the publication.
- For RSII promotion applications, the names and contact information for at least five references (including at least two referees external to CU). For RSIII and SRS promotion appli-

cations, the names and contact information for at least seven references (including at least three referees external to CU). The Personnel Committee will use this information to solicit letters as appropriate.
- A brief statement (1-2 pages) describing the candidate's impact of research and proposed research objectives and plans.
- For RSIII and SRS promotion applications (not for RSII applications), a brief statement (1-2 pages) describing the candidate's proposed student instructional or mentoring plans if relevant.
- The candidate should contact the INSTAAR Seminar Committee and arrange a seminar, which will be advertised in INSTAAR and any relevant university department.
- Any logistics of outside funds being transferred should be discussed with the INSTAAR Finance Director. Any facility and space needs should be discussed with the INSTAAR Associate Director and appropriate Research Group Leader.

For each promotion application, the Personnel Committee will as appropriate, obtain outside evaluation of the candidate with the information obtained above, and seek information on the candidate's potential for scholarship. The Personnel Committee will then make a recommendation to the INSTAAR Director. For RSII promotion applications, the case will be brought to the INSTAAR Executive Committee. For RSIII and SRS promotion applications, the case will be brought to the Directorate for further discussion and vote. In both cases, a 2/3 majority vote is required for acceptance. With a successful vote, the applicant will negotiate a salary level and/or any other conditions with their supervisor. The final decision is with the Director, who is the designated hiring authority of the Institute. The Director will provide formal request for promotion to the Research and Innovation Office (RIO) for all successful applicants according to the rules of RIO. A formal offer letter will be sent to the applicant by RIO appointing the applicant. If the recommendation from the Personnel Committee is negative, the candidate will be notified in writing by the Office of the Director.

3.4. Professional Scientist

1. The candidate should notify their supervisor of their interest in being evaluated for promotion.
2. The supervisor will evaluate the candidate's performance and may request additional information from the applicant to support the request for promotion, such as:
    - Demonstrated competency through letter(s) of support from present and or prior supervisors that outline criteria (i.e., good judgment, proactiveness, independence, responsibility, success, technical competence, supervisory experience) and how the individual has met the criteria.
    - CV or resume.
    - Any publications or other proof of contributions to research, teaching, or service missions.
3. The application is formally approved in writing by the Office of the Director upon the recommendation of the supervisor.

3.5. Research Professor

Reappointment and promotion for Research Professors follows strict guidelines defined by the CU Research and Innovation Office. The application packet will be submitted to the INSTAAR Director, referee letters obtained by the Personnel Committee and those materials will be made available to the INSTAAR Directorate for consideration and vote. If approved by the INSTAAR Directorate, the Director will provide the required information to RIO.

INSTAAR personnel seeking promotion within the Research Professor series will simultaneously be considered for promotion as an INSTAAR Research Scientist. For example, an INSTAAR RSII seeking promotion from an Assistant to Associate Research Professor will automatically be considered by the Personnel Committee for promotion to RSIII. While promotion procedures have been harmonized as much as possible, it is the candidate's responsibility to make sure they have provided the Personnel Committee will all information required for the Research Scientist promotion procedures as well as the Research Professor promotion procedures.

3.6. INSTAAR Affiliate

Affiliates are provided affiliate status with INSTAAR for a period of five years. After this period, an Affiliate cannot be reappointed without the active sponsorship of a voting member of the Directorate. If an Affiliate wishes to renew their status, they should contact the INSTAAR Operations Coordinator and supply:

- A request for reappointment letter. The letter should mention who their sponsor(s) is/are, and their nature of interactions with the sponsor(s).
- A two-page statement on the Affiliate's research interactions at INSTAAR, for example their grantsmanship activity, level of interactions with graduate students, and other ways the affiliate is involved in the mission and activities of INSTAAR.
- An updated CV or resume.
- Up to five of their most recent publications, reproductions of creative works, or other evidence of scholarly or creative activity.
- The Office of the Director will contact the sponsor who will submit a letter of support detailing how the affiliate's activities has promoted and will continue to promote the teaching, research, or service missions of INSTAAR.

The renewal file will be made available to the Directorate for a two-week comment period. Any comments received during this period of time will be taken into consideration by the Director when making a positive or negative decision about whether the Affiliate status will be renewed. The candidate will be notified in writing of the decision by the Office of the Director.

3.7. Appeals

This subsection describes the appeal procedures in case of disagreement with regards to INSTAAR reappointment or promotion.

1. The Office of the Director will summarize the findings of the Personnel Committee and will make it clear to the applicant whether their reappointment or promotion was successful. Where success in reappointment or promotion is not achieved, the Director will discuss the results and implications in a private meeting with the candidate. The Director is to make known at that time that the member has a right of appeal.
2. If an INSTAAR member wishes to appeal the findings, a written statement by the appealing member should be provided to the Personnel Committee, giving the reasons for the disagreement and documentation of relevant background information.
3. The Personnel Committee is to review the case and provide a written statement to the appealing member and to the Director. If the Personnel Committee agrees with an appeal, a new written statement will be prepared and the old written statement will be destroyed. This statement and other pertinent materials would become part of the record consonant with University regulations.
4. If no agreement can be reached, an appeals committee is formed, composed of three members, the Director of INSTAAR (or in case of conflict of interest, one member of the INSTAAR Personnel Committee), one member of the INSTAAR Directorate, and one member of the CU

community nominated by the appealing member.

5. The appeals committee reviews the case and subsequently calls for a hearing with the appealing member.
6. After the hearing, a written statement on the appeals committee's findings is given to the appealing member. If the issue is resolved, the recommendation is routed using the normal channels.
7. If no agreement can be reached, the case goes to the Ombuds office. INSTAAR will abide by any recommendations or resolutions suggested by the Ombuds officer.

4. Governance and Committees

4.1. Director

The role and responsibilities of the INSTAAR Director are described in the INSTAAR Bylaws.

4.2. Director of the Mountain Research Station

The role and responsibilities of the Director of the Mountain Research Station are described in the INSTAAR Bylaws.

4.3. Director of the Spruce Gulch Wildlife and Research Reserve

The role and responsibilities of the Director of the Spruce Gulch Wildlife and Research Reserve are described in the INSTAAR Bylaws.

4.4. Associate Director

The Associate Director provides overall direction and operational guidance for INSTAAR's office space allocation, utilization, and resources in SEEC and SEEL. Reporting to the INSTAAR Director, the Associate Director engages in regular communication with the Information Technology (IT) Director, Finance Director, and Operations Coordinator regarding office occupancy, planning, and security.

Specific duties:

- Reviews office space commitments as part of Faculty hiring decisions.
- Works with INSTAAR principal investigators (PIs) and personnel to arrange work space for new personnel.
- Works with the INSTAAR IT Director to purchase ergonomic, security, and other equipment for INSTAAR office space.
- Stays abreast of long-term institute office space and resource needs.
- Manages the INSTAAR office space budget.
- Serves on the INSTAAR Executive Committee.
- Serves as Acting Director of INSTAAR in the absence of the Director.
- Assists in the transition to the next Associate Director.

The Associate Director is appointed for a one-year, renewable term. The Associate Director shall provide a self-evaluation to the Director and Executive Committee at least 30 days prior to the end of their one-year term to be considered for renewal.

4.5. Associate Director of Laboratories

INSTAAR's Associate Director of Laboratories provides overall direction and operational guidance for INSTAAR's laboratory programs in SEEC and SEEL. Reporting to the INSTAAR Director, the Associate Director of Laboratories engages in regular communication with the INSTAAR Finance Director, Associate Director, and Operations Coordinator regarding laboratory occupancy, equipment and materials, infrastructure, safety, and finances.

Specific duties:

- Provides support and mentorship on laboratory issues to INSTAAR Faculty, especially pre-tenure Faculty, whose research programs utilize INSTAAR laboratory space and facilities.
- Reviews laboratory commitments as part of Faculty hiring decisions.
- Works with INSTAAR laboratory principal investigators (PIs) and personnel to arrange lab assignments for new personnel or equipment.
- Fosters collaboration across INSTAAR laboratory PIs and personnel.

- Stays abreast of long-term Institute equipment needs.
- Manages the INSTAAR laboratories budget.
- Serves as a point of contact (along with Operations Coordinator) for communication with other SEEC and SEEL occupants for laboratory issues, as well as other relevant departments on campus.
- Serves on the INSTAAR Executive Committee.
- Serves as Acting Director of INSTAAR in the absence of the Director and Associate Director.
- Assists in the transition to the next Associate Director of Laboratories.

The Associate Director of Laboratories is appointed for a one-year, renewable term. The Associate Director of Laboratories shall provide a self-evaluation to the Director and Executive Committee at least 30 days prior to the end of their one-year term to be considered for renewal.

4.6. Associate Director of Community and Belonging

INSTAAR's Associate Director of Community and Belonging provides overall direction and operational guidance for the allSTAARs. Reporting to the INSTAAR director, the Associate Director of Community and Belonging manages the allSTAAR budget.

Specific duties:

- Oversees allSTAAR activities (with assistance from others on the allSTAAR leadership team).
- Organizes regular allSTAAR meetings and events.
- Moves INSTAAR toward its goal of building an inclusive, actively anti-racist institute.
- Regularly interacts with the INSTAAR Communications Specialist and Website Specialist to keep the INSTAAR Community webpages up to date.
- Maintains and revises (at least annually) the INSTAAR Inclusive Excellence Narrative.
- Attends Community and Belonging-related meetings on campus as needed, especially those organized by RIO.
- Serves as the INSTAAR Community and Belonging point of contact for communication with RIO and other relevant departments on campus.
- Serves on the INSTAAR Executive Committee.
- Assists in the transition to the next Associate Director of Community and Belonging.

The Associate Director of Community and Belonging is appointed for a one-year, renewable term. The Associate Director of Community and Belonging shall provide a self-evaluation to the Director and Executive Committee at least 30 days prior to the end of their one-year term to be considered for renewal.

4.7. Directorate

INSTAAR's Directorate is the major governing body of the Institute and meets regularly to discuss ongoing issues affecting the function of the Institute's research, teaching, and service missions.

4.8. Executive Committee

A key function of the INSTAAR Executive Committee (ExComm) is to provide a two-way avenue of communication and consensus building between the Directorate and the INSTAAR Director. ExComm also completes the annual performance evaluations of Directorate members (Fellows). The frequency of ExComm meetings is up to the discretion of the Director. The composition of ExComm is described in the INSTAAR Bylaws.

4.9. Personnel Committee

This committee is charged with handling many types of applications for appointment or promotion within INSTAAR, including applications to join the Directorate, to become an INSTAAR affil-

iate, and for major promotions. The Chair of the Personnel Committee will be the primary point of contact between the applicant and the committee. The Chair will also ensure that all materials for each application are complete and handled by the committee in a reasonable amount of time. The composition and responsibilities of the Personnel Committee are described in the INSTAAR Bylaws.

4.10. AllSTAARs

This committee is charged with maintaining a progressive and accountable agenda to help INSTAAR realize its goal of becoming an inclusive, actively anti-racist institute. The committee is chaired by the Associate Director of Community and Belonging. Any member of INSTAAR can serve on the allSTAARs.

4.11. Awards and Recognition Committee

This committee is charged with building INSTAAR community at home, as well as increasing the reputation and reach of INSTAAR beyond our institute. This committee spearheads the nomination and selection process for all INSTAAR-supported awards; is responsible for nominating INSTAAR students, staff, and faculty for campus, national and international awards; and may also develop material, content, and ideas to promote INSTAAR's scholarly work within and outside of the University.

4.12. Additional committees

INSTAAR maintains a number of additional committees that are ad hoc in nature or support INSTAAR assets. These committees may include:

1. ARPAC Self-study Committee
   This committee is an ad hoc committee charged with leading the research, discussions, and reflections necessary to complete the self-study required for the CU ARPAC process. This committee may be chaired by the Director or may have a chair appointed by the Director.
2. Space Committee
   The Director or Associate Director of INSTAAR shall chair an ad hoc committee of staff and Fellows to discuss fair and equitable ways to assign office space.

5. Mentorship Programs

5.1. INSTAAR Fellow Mentoring Program

The goal of the INSTAAR Fellow mentoring program is to improve morale, retention, and stability of new tenure track faculty, Assistant Research Professors, and Research Associates serving on the Directorate. Incoming INSTAAR members wish for understanding and communication about the Institute and their obligations. Faculty members often feel pulled between the needs of the Institute and their tenure home department. The overarching goal of this mentoring program is to make certain that INSTAAR Fellows get the support and information that they need, particularly during the critical formative years of their careers. The "terms" of the mentoring vary based on needs, however typically the need for mentoring will naturally decline with time. The mentor will normally be a Full or Associate Professor for Assistant Professors, a Full Professor for Associate Professors, and a Fellow for Research Associates. The appointment of a mentor is the responsibility of the Director and is made within one month of the start of a new Fellow appointment. For tenure track Fellows, the Director will work with the relevant Department Chair to select a mentor or ideally co-mentors to represent both institute and department issues. The specific responsibilities of the Mentor(s) are to meet with the Fellow regularly early in their appointment, and as needed afterwards, to discuss their planned research program, scholarly activities, and INSTAAR career. The Mentor(s) serve as guides and counselors.

Each year during the annual merit evaluation process, the INSTAAR Director will meet with each early-career Fellow to discuss progress and to check in to see if mentoring needs are being met. For tenure track faculty, at the time of the reappointment review (typically three years into the position), the primary unit evaluation committee (PUEC) will be responsible for assessing whether any changes need to be made to the mentoring program in order to best support the INSTAAR Fellow.

5.2. NewSTAAR Program

NewSTAAR is a peer mentoring program sponsored by the allSTAARs, designed to help each person who joins INSTAAR find their place, make connections, and succeed in their new path and in creating a balanced life. New institute employees onboarding with INSTAAR will automatically enroll to the program, with the option to opt out, and be paired with a mentor at an equivalent professional level. Monthly meetings between mentor and mentees, or more frequently, are strongly encouraged. Additionally, the newSTAAR program organizes one or two group events during a semester to give starting employees additional opportunities to interact among each other.

6. Space Assignments

It is in INSTAAR's best interest to use our lab, office, common area and meeting spaces to build an inclusive, collaborative culture. Space needs will change over time, our space allocations must also evolve accordingly. The following guidelines will help govern how space allocation and ethics are managed by INSTAAR.

6.1. Principles

INSTAAR will abide by the following principles to guide space assignments:

6.1.1. Foster interdisciplinary hubs

Space assignments are meant to foster interdisciplinary hubs amongst multiple INSTAAR research teams. This may mean that students or postdocs within a group will be seated across two or more areas, but we will do our best to keep these areas relatively close.

6.1.2. Consider supervisor's location

When assigning student and postdoctoral fellow space, the location of the supervisor's office OR lab is taken into consideration but may not be a determining factor.

6.1.3. Prioritize the closed offices

Space assignments for closed offices (vs open workspaces) are prioritized as follows:

- Fellows (Directorate members)
- Other INSTAAR research scientists (non-Fellows)
- Office space needs as indicated in MOUs. For example, for project coordinators of large, funded projects, or for CU supported programs, or centers. Justification must be submitted to the INSTAAR Director and Associate Director for consideration well in advance of the space assignment request.
- Emeritus Fellows who maintain an active research presence in SEEC/SEEL. Emeritus Fellows may be assigned shared office space
- Postdoctoral fellows if this alleviates pressure on open workspace or otherwise is justified.
- CU faculty outside INSTAAR who collaborate with INSTAAR Fellows in labs in SEEC/SEEL, that are also in need to have an office close to a lab.
- INSTAAR affiliates who maintain an active presence in SEEC/SEEL.

6.1.4. Prioritize the open workspaces

Space assignments for open workspaces are prioritized as follows:

- PRAs who maintain an active presence in SEEC/SEEL
- Postdoctoral fellows
- Graduate students
- PRAs who do not maintain an active presence in SEEC/SEEL
- Undergraduate students

6.1.5. Reduce unevenness in open workspaces

We recognize that there is unevenness in the various open workspace areas and in the different types of INSTAAR desks in these areas. When available, we will use institute resources to level out this unevenness.

6.1.6. Follow CU Guidelines

INSTAAR space assignments will obey CU guidelines, which dictate that CU employees should have no more than 1 personal office on campus. Any other office is a shared office.

6.1.7. Provide space for visiting scientists

If possible, we will leave some offices unused to support visiting scientists. INSTAAR is a globally recognized institute and we get many visitors. We want our visiting scientists to feel welcome and appreciated. We typically try to leave one office unused in each SEEC area that is dedicated to INSTAAR (translates to roughly 1 unused office per 10-12 offices). When these offices are not used for visiting scientist(s), they can be huddle rooms, which are on a first-come-first-serve basis to have small team or project meetings or phone calls (so as not to distract others that are working in the open space areas).

6.1.8. Consider Front Office and AAAR separately

The space needs of the front office and the journal Arctic, Antarctic and Alpine Research will be considered separately to ensure adequate work and storage space and to allow for their uninterrupted and efficient operations.

6.1.9. Consider metrics when assigning lab space

Laboratory facilities are considered the space of the Institute and will be assigned on the basis of MOUs or demonstrated need. At the campus level, laboratory space in SEEC and SEEL is justified by metrics including research grants, campus or institute investment in specialized equipment, number of students trained, and the number and quality of research products. INSTAAR will take these metrics into consideration when assigning laboratory space.

6.1.10. Designate lab coordinators

Each laboratory is to be assigned an Institute member as its lab coordinator for reasons of communication and to be the liaison with CU's Environmental Health and Safety personnel. It is the lab coordinator's responsibility to remain up to date on all aspects of health and safety concerning the equipment and operations within the lab, and supervise lab access.

6.1.11. Adjust for changing needs

All space assignments should be considered temporary and can be changed based on INSTAAR's overall needs and the guiding principles outlined in this document.

6.1.12. Decisions and appeals

The Director of INSTAAR is the final arbitrator of disputes related to space and whose decision is final in those cases.

If an INSTAAR member wishes to appeal the Director's decision, a written statement by the appealing member should be provided to the Executive Committee, giving the reasons for the disagreement and documentation of relevant background information. The Executive Committee is to review the appeal and provide a written statement to the appealing member and to the Director. If the Executive Committee agrees with an appeal, a new space assignment will be considered.

6.2. Situations to avoid

INSTAAR space assignments are meant to avoid for example the following situations:

6.2.1. Empty, unused, or underutilized spaces

- Besides the 'visiting scientist offices', offices should not be unused for months to years unless for valid reasons such as fieldwork travel, family leave, sabbatical, etc. We expect offices to be used most business days of most weeks.
- If closed offices are not well utilized (including by Fellows, staff, Research Scientists; Emeritus Fellows, etc.), then that person may be re-assigned to a shared office or an open

workspace area. The goal of such re-assignment is to (1) prevent empty or underutilized spaces, and (2) free up more huddle spaces that benefit a range of INSTAAR members.

6.2.2. PI or research group taking control over space

- INSTAAR will make all attempts to follow the guidelines of this document without unnecessarily moving people around. We recognize that space security is critical for productivity, peace of mind, and community.
- Under all circumstances, INSTAAR personnel should realize that solo or shared office assignments or open workspaces are always temporary. They might need to move to either other office configurations or into an open workspace area, or other open workspace areas, if their work space is needed by INSTAAR according to guidelines #3 and #4 above.

6.2.3. Offices used as storage spaces

- INSTAAR will work with you or your team to find alternative storage solutions.

6.3. Space ethic guidelines

INSTAARs labs, offices and open workspaces often get occupied by different people over time. The following space usage guidelines ensure that current as well as starting members of INSTAAR feel welcomed and appreciated in a clean and functional environment.

6.3.1. Foster a good work environment

Be considerate to your colleagues. Areas that are shared by many depend on strong communication and a willingness from everyone to make them work. As such, be conscious of noise. In labs and open workspaces noise can travel far. If possible, use one of the many conference rooms of SEEC or SEEL for meetings or group discussions, or one of the INSTAAR Huddle rooms for small spontaneous meetings or calls.

6.3.2. Respect University property

Any damage to INSTAAR space should be immediately reported to the INSTAAR Associate Director. This includes for example lab doors that do not function properly anymore, or damaged furniture in open workspace areas.

6.3.3. Request adjustments to workspace

- Structural permanent modifications to INSTAAR space require approval from the INSTAAR Director. Submit requests well in advance.
- Temporary modifications of furniture in open workspaces should be requested to the INSTAAR Associate Director. Do not modify any University or institute property yourself, as this might lead to damaged and dysfunctional workspaces.

6.3.4. Moving out

When moving out of INSTAAR space, ensure that all personal and project-related belongings, including computers and laboratory equipment, are properly taken care of. If needed, coordinate with the INSTAAR Executive Assistant for a property pickup for large items. Make certain that the next person using the space can start fresh without having to clean up after you. Return office keys to Facilities Management, and all other keys (e.g. of drawers, cages, for computer locks, etc.) to the INSTAAR Operations Coordinator.

6.3.5. Follow huddle space guidelines

For usage of INSTAAR Huddle spaces: follow the guidelines distributed in each INSTAAR Huddle space.

7. Annual evaluations

7.1. INSTAAR Director

The Director is evaluated annually by the INSTAAR Executive Committee with input from the INSTAAR Directorate. By Feburary 1 of each year, the Director shall send the INSTAAR Operations Coordinator a self-evaluation of performance and plans for the next year. The INSTAAR Executive Committee shall survey the Directorate regarding the Director's annual performance. The Executive Committee review will be shared with the Director; it should consider both the Director's self-evaluation and the Directorate input.

7.2. INSTAAR Fellows

INSTAAR Fellows will be evaluated annually according to their contributions to research, teaching/mentoring, and service. Acknowledging that INSTAAR Fellows conduct research that spans many different disciplines, have different teaching and mentoring responsibilities, and can have very different service activities depending on their titles, positions, and research areas, INSTAAR takes a flexible approach to the annual evaluation of Directorate members. Some examples of appropriate criteria for annual evaluation of fellows are listed here.

- Research
  - Peer reviewed publications
  - Recognition by other scholars, e.g. citations, awards
  - Grants and contracts (sponsored research)
  - Unsponsored research
  - Open research (data sets published/open source code published)
  - Presentations at conferences
  - Evidence of capacity building or innovation for future achievements
  - Other types of research achievements or impact, for example translational science, evidence of research-based public engagement or community/stakeholder participatory research designs. For any research criteria that is new to the Fellow's program or possibly is thought to be nontraditional, the Fellow is encouraged to seek the advice of a mentor as well as the Director for ways to incorporate information in performance reports most effectively.
  - Efforts aimed at improving equity, diversity or inclusion (EDI) of the research process, publications, or other scholarly products will be valued in this category. Examples include collaborations with BIPOC scholars or minority serving institutions, knowledge co-production with BIPOC communities, demonstration that a research product has a large impact on a marginalized/underserved group, or creating social or physical infrastructure to improve the EDI of a research project or program. Mentoring of graduate research involving EDI principles could be highlighted in this category (if it is a positive contribution to the research discipline) and/or in the teaching/mentoring category.
- Teaching/mentoring
  - Student evaluation of teaching, though given documented flaws in student evaluations Fellows are encouraged to use student evaluations for reflection or to support a pedagogical narrative.
  - Effectiveness of students in succeeding in courses such as meeting course milestones
  - Teaching awards and other outstanding accomplishments in instruction
  - Peer evaluation of teaching
  - Student advising and mentoring
  - Innovations in teaching

  - Preparation of course materials
  - Participation in teaching-related subject activities, workshops, or training opportunities
  - Student performance on standard professional examinations
  - Quantity and quality of undergraduate and graduate student thesis supervision
  - Postdoctoral fellow advising and mentoring
  - Media or public engagement focused on teaching or mentoring activities
  - Serving as an engaged mentor for BIPOC students
  - Efforts aimed at improving the equity, diversity or inclusivity of INSTAAR's student body or curriculum will be valued in this category. Examples include efforts to decolonize curriculum, participating in mentoring programs aimed at underserved student communities or mentoring programs designed to make INSTAAR a more inclusive equitable community.
- Service
  - Service to the University via committees or other administrative activities
  - Service to INSTAAR via committees or other administrative activities
  - Service to the profession and discipline (state, national, international level)
  - Service to stakeholders including local communities
  - Media engagement
  - Serving as a mentor, advocate, or sounding board for underserved communities, BIPOC students, staff, or colleagues.
  - Efforts aimed at improving equity, diversity or inclusivity of INSTAAR's outreach or engagement will be valued in this category. Examples include judging science fairs or participating in other types of outreach/service in schools with large populations of underserved groups, consulting with or assisting underserved community groups, working with stakeholders on a topic important to underserved communities, active participation on the allSTAARs, or participation in EDI-themed workshops and trainings.

By February 1 of each year, each Fellow shall release a completed Faculty Report of Professional Activities (FRPA) for the preceding calendar year to INSTAAR. The Fellow should also send the INSTAAR Operations Coordinator (1) a three-year list of publications or other scholarly works, and (2) an optional, brief narrative that provides additional context about major accomplishments or challenges in research, teaching, and/or service that cannot be adequately expressed in the FRPA. Narratives will be held as confidential information and will not be shared beyond INSTAAR's Executive Committee. Given that FRPAs are public-facing documents, sensitive information that Fellows wish to share with the Executive Committee can instead be included in the narratives. Fellows who do not submit their annual evaluation materials by the February 1 deadline will earn no higher than a "3: Meeting Expectations" on their annual evaluation.

Each Fellow report will be reviewed by the INSTAAR Executive Committee, and the overall findings of that review will be made known to the Fellow on their annual evaluation form. Executive Committee review will consider the Fellow's career stage, job allocation, and leave information when conducting the review. Additionally, any information related to the Fellow's ability to adhere to the INSTAAR Community Norms and Agreements may be taken into consideration during the annual evaluation. Because the annual research, teaching, and service activities of INSTAAR Directorate members have historically been highly impactful, the default evaluation is set to "4: Exceeding Expectations" for all Fellows. From there, Executive Committee members will use the FRPA and optional narrative to shift evaluations to "5: Outstanding" in the event of exceptional performance. Executive Committee members may also shift evaluations to "3: Meeting Expectations", "2: Below Expectations", or "1: Fails to Meet Expectations" if warranted by the

record.

Each Fellow will have the option of including responses or comments on their evaluation form before signing. Pre-tenure TTT Fellows will be scheduled for individual, follow-up mentoring meetings with the Executive Committee; these meetings are intended to engage the pre-tenure Fellow in conversation about their evaluation and progress toward tenure.

If a Fellow receives "2: Below Expectations" or "1: Fails to Meet Expectations" annual evaluations for two years in a row, the Director will discuss whether continued status as an INSTAAR Fellow is warranted. If a Fellow receives "2: Below Expectations" or "1: Fails to Meet Expectations" annual evaluations for three years in a row, they will lose Fellow status.

There is no annual evaluation for INSTAAR Fellows Emeriti.

New TTT Fellows who begin their appointment at the beginning of the calendar year are strongly encouraged to participate in the annual review process to familiarize themselves with requirements and procedures for the subsequent required review.

7.3. Research Scientists/Associates (RSI, RSII, RSIII, SRS)

By September 1 of each year, the Research Scientist/Associate shall submit a progress report to their supervisor who will conduct a review and discuss their findings with the individual. Annual appraisals should follow the inclusive performance management guidelines outlined in the INSTAAR Principal Investigator Handbook. Copies of the evaluations will be confidential, and kept on file in the Director's office and can be referenced when evaluating promotions or at any other time by either party. It is the supervisor's responsibility to provide the Director's office with a copy of the evaluation.

7.4. Professional Scientists

Supervisors of Professional Scientists will perform annual evaluations, with feedback to the Professional Scientist, based on the performance criteria set forth in the "brief job description" required by the University for all PRA appointments. Annual evaluations will be performed following current University of Colorado rules and the best practices for inclusive performance management outlined in the INSTAAR Principal Investigator Handbook. Copies of the evaluations will be confidential, and kept on file in the Director's office and can be referenced when evaluating promotions or at any other time by either party. It is the supervisor's responsibility to provide the Director's office with a copy of the evaluation.