Career Track Promotion

Draft Guidance

Note – this is new! We welcome feedback and questions!

Timeline

- Dec. 31, 2020: Complete promotion packages submitted online (must click Verify and Submit to complete the package).

- January 7, 2021: Completion of pre-screening of promotion packages

- January 28, 2021: Final date of receipt of requested letters of reference.

- January 29, 2021: Completed packages with reference letters forwarded to the Career Track Committee or CIRES Division Directors (depending on promotion type)**

- March 16, 2021: Promotion recommendations forwarded from Career Track Committee and CIRES Division Directors to CIRES Director.

- Late April 2021: Candidates notified of promotion decisions.

- May 01, 2021: Salary increases effective for 2019 promotions.

**Package review:
  - RS1 → RS2, AS1 → AS2, AS2 → AS3: Reviewed by Division Director
  - RS2 → RS3, RS3 → Senior RS, AS3 → Senior AS: Reviewed by Committee

General

- This is a serious process
- Start early – and spend appropriate time
- Make sure you are eligible (and meet the time criteria)
- Confirm support of supervisor (and science advisor if applicable)
- Follow the directions
  - https://insidecires.colorado.edu/hr/tracks/

CV

- Neat, easy to read
- Highlight the criteria that will be used to evaluate the promotion package
- Within the CV, include specifically (in easy-to-read/identify format):
  - Total number of career publications, h-index
  - Since last promotion, the number of:
    - Publications
    - First Author Publications
    - Grants awarded including year, amount, and source.
    - Invited talks
    - Conference presentations
    - Conference posters
    - Service activities (national, international)
    - Awards
    - Research to Operation activities (explain the impact in Professional summary)
    - Projects led or contributed to (explain your role in Professional Summary)

Professional Summary

- Professional summary:
  - Follow page limits
  - Get someone to proofread your materials.
- Don't rehash your CV, which is more statistical
- Remember that the committee is made up of people with various backgrounds. Write your narratives for a general scientific audience (not experts in *your field*).
  - Spell out acronyms.
- Highlight specifically information that speaks to the criteria listed in the Career Track guidance.

Professional Summary

- Summarize why you should be promoted
- What is your research focus? Has it changed and if so why?
- What are your primary accomplishments, particularly since your last promotion?
- How has your work impacted your field?
- If at NOAA, how has your work contributed to the mission of your unit?
- How have you demonstrated independence?
- How have you demonstrated leadership?
- What are your career goals?
- Are there gaps in your CV? Explain why.

Position Description

- Follow new template (from HR)

- Promotion should mean more responsibility
  - HR has copy of current PD for your position

- Get input from CIRES Supervisor (and Science advisor if applicable)

Reference Letters

- Requirements for letter writers are dependent upon the position and promotion. If you are unable to meet the requirements, please contact HR and/or AD for Science prior to creating the package. Exceptions may be made, but have to be justified.

- Reach out to letter writers ahead of time
  - Give them enough time to put together a good letter
  - Ensure that they will be submitting a letter- and that it will be a good one.
    - You can provide them with input to the letter, and remind them of your amazing accomplishments

- You are responsible for making sure that these get submitted.
  - Follow up with them before the deadline to ensure that they submit the letter.
  - Receiving an insufficient number of letters disqualifies the candidate.
  - if 5 letters were committed and only 3 were received it makes not the best impression.

- Remind the letter writers that these letters are IMPORTANT!!!
  - For promotions in the RS track, ask the writers to speak to LEADERSHIP, INDEPENDENCE.
  - How has this person grown?
  - How has this impacted the field and the group?
  - How has this person shown leadership?

- For any promotion, the letter should be commensurate with the step in career track. We get too many letters that say "promising young scientist" when they should be talking about achievements and leadership.

Productivity Examples

required for some applications

- Include a brief description of the example selected, why it is important and how it supports your application package.
- Examples of productivity may include:
  - Publications
  - Final technical documentation or reports
  - Developed training materials
  - Examples and descriptions of R2O activities
  - Examples of successful proposal or PI activities
  - Description of instrument developed
  - Description and example of model developed
  - Description of field campaign activities
- *Do not submit*
  - *Examples without explanation*
  - *Computer Code*

Research Scientist Criteria

Research and research support criteria for <u>Research Scientists</u>:

- Peer-reviewed publications in scientific and technical journals.

- Non-peer-reviewed contributions (e.g., assessments, technical reports, and presentations)

- Grants and contracts awarded

- Scientific and technical supervision of group projects

- Explanation and promotion of CIRES research activities to others within CIRES or NOAA, the federal or state governments, or the private sector

- Design, construction, maintenance, and use of experimental equipment for the laboratory or field

- Design, development, and maintenance of computer software or hardware systems

- Development and improvement of numerical models

- Participation in field deployments and field measurement activities

- Professional recognition both inside and outside the CIRES and the University (e.g., recommendations and awards)

- Evidence for capacity for future achievements

- Leading or participating in the transition of research activities to operational activities in the government or private sectors (e.g., technology transfer; improvements to forecasting models or methods; application of research to resource management, energy management, or air-quality procedures or regulations)

- Design and maintenance of websites

- Public service and consultation

- Patent awards

Outreach, education, and service criteria for <u>Research Scientists</u>:

- Organizing, describing, and promoting outreach, education, and service activities within CIRES or NOAA

- Peer-reviewed publications

- Non-peer-reviewed work (e.g., assessments, technical reports, and presentations)

- Grants and contracts awarded

- Participating in public media outreach activities

- Design and execution of educational projects

- Training and mentoring of teachers and scientists

- Development and leadership of professional workshops and conferences

- Membership on CIRES and other University committees and other administrative service

- Membership on professional committees (state, national, and international levels)

- Public service and consultation

- Advising and mentoring of students

- Advising policy makers

- Participation in classroom instruction

- Development of educational courses

Associate Scientist Criteria

- **Research and research support criteria for <u>Associate Scientists</u>:**

- Peer-reviewed publications in scientific and technical journals

- Non-peer-reviewed contributions (e.g., assessments, technical reports, and presentations)

- Grants and contracts awarded

- Participation in field deployments and field measurement activities

- Design, development, and maintenance of computer software or hardware systems

- Design, construction, maintenance, and use of experimental equipment for the laboratory or field

- Development and improvement of numerical models

- Professional recognition both inside and outside the CIRES and the University (e.g., recommendations and awards)

- Evidence of capacity for future achievements

- Leading or participating in the transition of research activities to operational activities in the government or private sectors (e.g., technology transfer; improvements to forecasting models or methods; application of research to resource management, energy management, or air-quality procedures or regulations)

- Design and maintenance of websites

- Management, analysis and presentation of databases

- Managing facilities, groups, or project activities

- Upgrading and integrating of computers and networks

- Writing, editing, and providing graphics for publications and websites

- Preparing and overseeing budgets

- **Outreach, education, and service criteria for <u>Associate Scientists</u>:**

- Organizing, describing, and promoting outreach, education, and service activities within CIRES or NOAA

- Peer-reviewed publications and patent awards

- Non-peer-reviewed work (e.g., assessments, technical reports, and presentations)

- Grants and contracts awarded

- Participating in public media outreach activities

- Design and execution of educational projects

- Training and mentoring of teachers and scientists

- Development and leadership of professional workshops and conferences

- Membership on CIRES and other University committees and other administrative service

- Membership on professional committees (state, national, and international levels)

- Public service and consultation

- Advising and mentoring of students

- Advising policy makers

- Participating in classroom instruction

- Development of education courses

Research Activity Examples

- Publications
- Conference papers
- Journal articles
- Book chapters
- Books
- Technical reports
- Commissioned reports and other publications
- Research grants & external research income (emphasis on competitive, international and peer-reviewed)
- Patent disclosures submitted, patent filing
- Operational activities (or R2O)
- Instrument development and deployment

Examples of **Metrics for Research Activities**

- Publication standing (peer reviewed, national, international, sole/lead author
- H-index (as appropriate to discipline)
- Invitations to review
- Invited keynotes, seminars (international, national)
- Patents issues
- Awards and prizes for research and/or technology transfer (international, national)
- Translation and adoption of research
- Development of valued-added practices and approaches in communities, industries and
- engaged research projects
- Influential leadership of major cross-disciplinary research projects with external partners,
- leadership of research teams, mentoring of less experienced researchers

Examples of **LEADERSHIP ACTIVITIES**

- Active engagement with leadership and coordination roles within Group, Lab, Unit, Institute
- Membership of committees (At CU, NOAA, Community)
- Expert panel and committee recommendations, reports and submissions
- Continuing professional development activities (internally, externally)
- Leadership in development of national and international institutional partnerships and networks
- Formal senior leadership roles (for example, Group Lead)
- Membership of committees of enquiry and expert panels
- Leadership in development and maintenance of community, industry and cultural partnerships
- Major submissions to government enquiries
- Membership of company boards or equivalent
- Leading workshop or conference session