Opportunities and Procedures for Promotion and Advancement for Research Faculty

Spring 2024

Georgia Tech

Promotion Guidelines from the Faculty Handbook

- Up-to-date documentation can be found on [this page](#).

- Relevant sections
  - 3.2 – Non-Tenure Track Faculty
  - 3.2.1 – Research Faculty: Hiring and Promotion Guidelines
  - 3.2.2 – Non-Tenure Track Academic Faculty: Hiring and Promotion Guidelines

- However, please note that while these are the official guidelines, there are more granular requirements that must be addressed. The following pages go through these in detail.

- More information can be found on the [Faculty Affairs website](#).

Georgia Tech

Research Faculty Titles and Ranks

- Titles
  - Research Scientist
  - Research Engineer
  - Research Technologist

  Similar in levels of responsibility, but differences in focus and skills

  - Research Associate – title used when scientist, engineer, or technologist is not appropriate
  - Extension Professional – title used when primary purpose is engaging external audiences (e.g., economic and business development, education programs for business and industry)

- Ranks
  - I (entry level)
  - II
  - Senior
  - Principal

3

Georgia Tech

Differences in Promotion

Criteria:		
Research Faculty	**Academic Faculty**	**Non-Tenure Track Academic Faculty**
Varies by Rank Sought (see next page)	Superior teaching	Superior teaching, if applicable
	Academic achievement	Outstanding research, scholarship, creative activity, or academic achievement
	Outstanding service to GT	Outstanding service to GT
	Professional growth	Professional growth
	Student success	Effective w/assigned administrative duties
Titles:		*Some example titles:*
Research _____ I (entry) Research _____ II Senior Research _____ Principal Research _____ I	Assistant Professor (entry) Associate Professor Professor	Associate Academic Professional (entry) Academic Professional Senior Academic Professional Principal Academic Professional Professor of the Practice (special)

4

Georgia Tech

Years-in-Rank and Experience Requirements

Rank Applied	Objective Requirements		Subjective Requirements
	Years in Rank	Degree + Years Experience	
Research II	3	• Master's + 3 yrs work exp since Master's • Master's + 5 yrs work exp since Bachelor's • Doctorate	a) Papers published or products created b) Managerial efforts & sponsor relationships
Senior Research	4	• Master's + 7 yrs work exp since Master's • Master's + 9 yrs work exp since Bachelor's • Doctorate + 4 yrs work exp since Bachelor's • *Minimum of 2 years in rank must be at GT*	a) Mastery of complex field b) Technical contributions c) Supervision d) Program development e) Representation to outside orgs
Principal Research	5	• Master's + 11 yrs work exp • Doctorate + 7 yrs work exp	a) Innovative contributions/external peer review (Evaluator letters) b) Development & management of a technical thrust c) Service to Institute/state/nation/profession d) Recognition/technical stature

Georgia Tech

General Principles for Promotion

- Candidate and supervisor set objectives for promotion based on Faculty Handbook criteria and working within unit guidance
  - NEW as of 2023! Aim to align individual promotion objectives with your unit's annual performance evaluations for research faculty.

- Based on merit of the individual's work

- Externally validated (review committees, external evaluators for Principal rank)

- Requires letters of support from unit director, others
  - *Promotion to Principal requires 3 review letters from external evaluators in your field*

6

Georgia Tech®

Promotion Criteria for Research Faculty [(link)](link)

Research II	Senior Research	Principal Research
Progress toward developing the capabilities of a senior researcher, for example:	Mastery of a complex & difficult field	Consistent performance in the making of original and innovative contributions that are nationally recognized
Papers published or contributed to	Technical contributions & innovation	Leadership in developing and managing a technical thrust involving related projects
Significant managerial efforts on sponsored projects	Sponsored program development	Substantial contributions to GT by service to the Institute, state, nation or profession
Products developed and delivered to sponsor community	Representation of GT externally	Broad recognition of technical stature (invited papers, seminars, chairperson at national symposia, etc.)
Equivalent teaching responsibilities	Project management / supervision	

Each unit is responsible for determining the requirements that address these criteria. Where appropriate, Research Faculty should work with their supervisors to establish a conversion matrix…

Georgia Tech

Packet Outline*

- Summary
  - Limited to 1 page

- Qualifications Statement
  - Limited to 5 pages
  - Helpful hint: organize your statement around the promotion criteria (listed previously)
  - Make your case, demonstrate what's in your CV, and write so that someone who is *not* in your field can understand what you have accomplished!

- Curriculum Vitae
  - This is the "raw data" on your career. This term literally translates to "course of one's life." Tell the *entire* story of your academic/professional life, organized into the categories in the template. Note that in Europe and elsewhere outside the U.S., "CV" refers to what Americans usually refer to as a "résumé," a work and skills history that is only a few pages at most. The CV for promotion is *much more detailed* than a standard résumé.
  - There is no page limit!
  - A new template is available on the Faculty Affairs website along with a guidance document on how to use the template.

- COVID Impact statement – can be as short as a sentence stating no impact or as long as 2 pages

- Translation Matrix (optional but recommended)

Georgia Tech

Get another pair of eyes on your packet!

If you are a candidate for promotion, please consider having a colleague who is aware of the Research Faculty promotion process take a look at your packet. Your supervisor knows your work very well. Ask someone who could view your packet with an external perspective, the way that the review committees may also see you.

Georgia Tech®

The Review Process

1. Consult with supervisor, then submit CV/package to PROMOTE
2. For Principal promotion, 3 external *review* letters are sought
3. Unit/School convenes peer review committee, reviews dossier, votes, and submits a letter
4. Unit director/School Chair reviews dossier votes and adds a letter
5. Upper-Level/College committee reviews dossier and letters, votes, and submits a letter
6. Dean/Executive/VP at Dean/Director level adds vote and letter
7. Unit submits entire dossier to Faculty Affairs
8. Faculty Affairs submits packet to Institute Committee, which votes on each package
9. Package reviewed by EVPR/Provost, votes
10. Package reviewed by President; decision made

See detailed steps at: https://faculty.gatech.edu/research-faculty-promotion/guidelines-and-process

The Review P[...]

1. Consult with super[...]
2. For Principal prom[...]
3. Unit/School conve[...]
4. Unit director/Scho[...]
5. Upper-Level/Colleg[...]
6. Dean/Executive/V[...]
7. Unit submits entire[...]
8. Faculty Affairs sub[...]
9. Package reviewed[...]
10. Package reviewed[...]
11. See detailed steps[...] process

A Research Faculty member is eligible for promotion when they have X years experience by July 1st of the year when the promotion would go into effect. For example, if they need 4 years to be promoted and will have 4 years as of July 1, 2025, they may submit their dossiers in the summer of 2024. Their dossier would be reviewed during the 2024-2025 cycle.

The review process takes as long as one year. Promotion decisions are effective July 1. In the above example, the promotion would be effective July 1, 2025.

The process is slow and deliberate. Candidates should plan ahead and get started working on their dossiers early!

Georgia Tech

Committee Review (from the Faculty Handbook, section 3.2.1)

Rank	Required Performance	Criteria
Research II	Substantive evidence of progress:	• Papers published or contributed to • Significant managerial efforts on sponsored projects • Products developed and delivered to sponsor community • Equivalent teaching responsibilities
Senior	Superior rating	• Mastery of a complex & difficult field
	Superior rating on any two of these four:	• Technical contributions & innovation • Representation of GT externally • Sponsored program development • Project management/supervision
Principal	Outstanding rating	• Consistent performance in original and innovative contributions
	Outstanding rating on any two of these three:	• Leadership in developing/managing a technical thrust • Substantial contributions to GT by service • Broad recognition of technical stature

Georgia Tech

A Note about Review Letters for Principal Rank

- These are professional "review letters," NOT "recommendation letters."

- The reviewers are selected by the unit director. Candidates must **NOT** contact potential reviewers themselves. Candidates may be asked to provide recommendations for potential reviewers, but they will not know who is ultimately asked to be a reviewer.

- Unit directors use PROMOTE to request letters.
  - Reviewers will receive the promotion criteria verbatim and instructions on the kinds of information they should provide.

Georgia Tech.

Review letters might come from…

Image source: Antonio Jamal Roberson, pexels.com

- Research peers/partners (outside GT)
- Funders
- Clients/partners in industry
- Community organizations
- Others

Georgia Tech®

How are review committees determined?

- Three committees: Unit-level committee; Upper-level committee; and Institute Committee

- Unit-level committees are formed by each school, IRI, or other similar unit.
  - Consists of 3+ faculty members, preferably Research Faculty, and preferred to be at the rank or above rank the candidate is seeking.
  - Can include Academic Faculty but this is not preferred. If included, *they need to be fully aware that the criteria for promotion are different from the academic track!!*
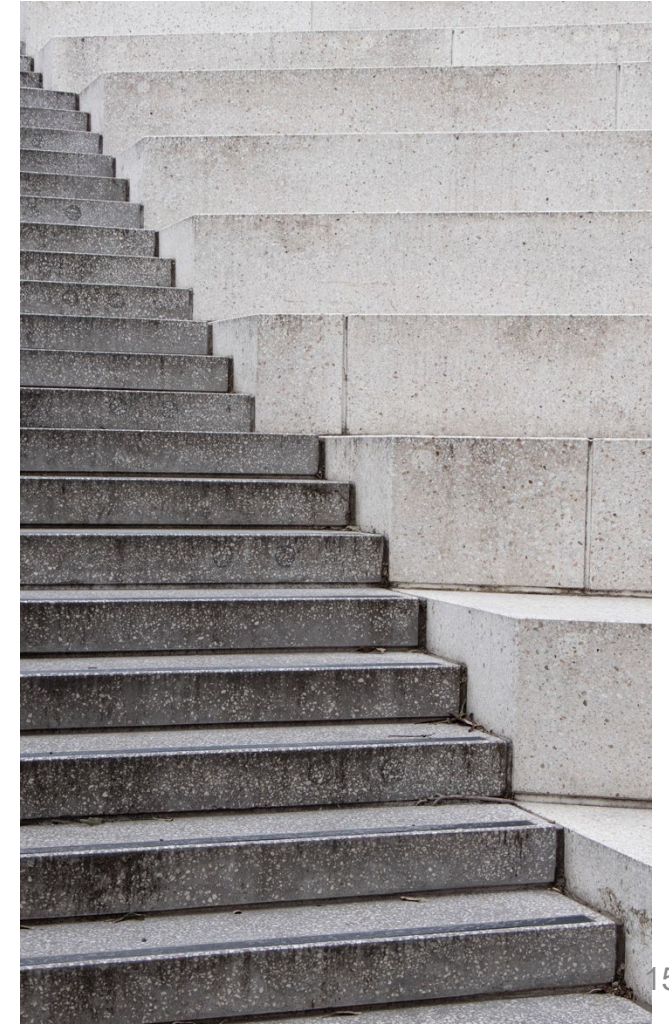
How can supervisors and the unit leaders support Research Faculty in this process?

- Research Faculty need to have a career path
- Consider the requirements and criteria on the previous pages
- Discuss a plan with your direct reports
  - Research Faculty are encouraged to bring this up with their supervisors
- Use the annual performance evaluation rubric to determine what the RF needs to do to demonstrate the criteria

How can Research Faculty be proactive with their supervisors and unit leadership?

- Discuss your career goals with your supervisor

- Chart a path for promotion

- Consider creating a translation matrix

- Use each year's performance evaluation to track your progress

- Take action on the feedback you receive from your supervisor!

Georgia Tech®

Exceptions

- Can occasionally be made for candidates who are short of a requirement – years in rank, years of full-time relevant experience, or advanced degree.

- Exceptions are granted on a case-by-case basis. Candidates should discuss with their supervisor and unit leader.

- To be successful, an applicant's package with an exception must be exceptional in most areas and the rationale for the exception must be articulated in the candidate's statement and in the letter from the unit leader.

Georgia Tech

Salary Increases

- Are determined annually by Executive Leadership Team and Budget offices.

- Salary promotions raises have been 6% in recent years, but this amount may change in the future and is not guaranteed.

- Unit budget offices should plan accordingly for salary increases associated with successful promotions.

- **NOTE to supervisors:** *a promotion should not be limited or discouraged because of a lack of funds!*

Georgia Tech

Where to get additional information…

- [Research Faculty Promotion Package Guidance](#)

- [Download the Research Faculty CV Template and Guidance](#)

- [Find helpful examples on GTRI WebWise](#)

- [Login to PROMOTE](#) (Note: For access, reach out to your unit HR/Faculty Affairs representative)

Georgia Tech

Thank you!