

# Opportunities and Procedures for Promotion and Advancement for Research Faculty

April 16, 2025

# Introductions



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# 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](#).

# 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

# Differences in Promotion

<b>Criteria:</b>		
<b>Research Faculty</b>	<b>Academic Faculty</b>	<b>Non-Tenure Track Academic Faculty</b>
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
<b>Titles:</b>		<i>Some example titles:</i>
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)

# Years-in-Rank and Experience Requirements

Rank Applied	Objective Requirements		Subjective Requirements
	Years in Rank	Degree + Years Experience	
Research II	3	<ul style="list-style-type: none"> <li>• Master's + 3 yrs work exp since Master's</li> <li>• Master's + 5 yrs work exp since Bachelor's</li> <li>• Doctorate</li> </ul>	<ul style="list-style-type: none"> <li>a) Papers published or products created</li> <li>b) Managerial efforts &amp; sponsor relationships</li> </ul>
Senior Research	4	<ul style="list-style-type: none"> <li>• Master's + 7 yrs work exp since Master's</li> <li>• Master's + 9 yrs work exp since Bachelor's</li> <li>• Doctorate + 4 yrs work exp since Bachelor's                             <ul style="list-style-type: none"> <li>• <i>Minimum of 2 years in rank must be at GT</i></li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>a) Mastery of complex field</li> <li>b) Technical contributions</li> <li>c) Supervision</li> <li>d) Program development</li> <li>e) Representation to outside orgs</li> </ul>
Principal Research	5	<ul style="list-style-type: none"> <li>• Master's + 11 yrs work exp</li> <li>• Doctorate + 7 yrs work exp</li> </ul>	<ul style="list-style-type: none"> <li>a) Innovative contributions/external peer review (Evaluator letters)</li> <li>b) Development &amp; management of a technical thrust</li> <li>c) Service to Institute/state/nation/profession</li> <li>d) Recognition/technical stature</li> </ul>

# 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*





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

Research II	Senior Research	Principal Research
<i>Progress toward developing the capabilities of a senior researcher, for example:</i>	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...



# The Conversion Matrix (a.k.a. Translation Matrix)

This is an example conversion matrix. The goal is to take the existing promotion criteria and define how they apply to the candidate. It is *vital* that the candidate for promotion work with their supervisor to establish a conversion matrix well in advance of applying for promotion. (Annual evaluation season [Jan. - Mar.] is a good place to start.)

**The unit-level review committee's evaluation and the unit director's letter need to be aware of and speak to the Analogous Achievements and Examples provided by the candidate.**

Senior Research Scientist Criteria – Translation for Senior Research Associate for <i>candidate</i>			
	PERFORMANCE REQUIREMENT	ANALOGOUS ACHIEVEMENTS	EXAMPLES
1	Peer recognition of mastery of a complex and difficult field of specialization as demonstrated through authorship of refereed papers and/or products developed and delivered to the sponsor community such as software or hardware, and documented impacts of these products. The latter may come in the form of sponsor satisfaction testimonials. <sup>1</sup>	Peer recognition of mastery of a complex and difficult field of specialization as demonstrated through the facilitation, development and delivery of formal instruction and technical material.	Ms. Candidate was requested to serve on a task force with GTPE as one of two representatives from GTRI in support of professional education.  <i>"Thanks again for an amazing SOC class – the instructors and material were excellent. Very practical info that I can apply immediately. Your efforts to make sure each student is set up and the class runs smoothly make a positive impact. I've highly recommended the GTPE program to several colleagues."</i> – Cybersecurity Student, Florida Power & Light  <i>"...you have helped NAVAIR build the best and most economical training in cybersecurity for weapon control systems – it is the envy of the nation (not kidding – we get comments from every organization we talk to)..."</i> – Program Manager, NAVAIR Cyber Warfare Detachment  Standardization of short course format and implementation of instructional design practices.
2	Important technical contributions and innovation as documented in formal reports of several projects over a minimum time of four years prior to recommendation for promotion. For candidates holding the Doctoral degree, the last two years of employment prior to employment at Georgia Tech will be considered if adequately documented, and the four-year time in grade requirement be reduced to two years for candidates so qualified.	Contributions and innovation in processes and process improvements.	Implemented process improvements including student access to instructional materials via a secure website, a central repository for course material, review of P&Ls and submission for extra-compensation.  Worked with Enterprise Systems Department to create a secure workflow ensuring traceability and accountability from submission of student roster and grades to delivery of student certificates.  Implemented process improvements for course closeout reducing the average time of submission of course expenses and extra-compensation from five months to one month.
3	Supervision of others' work by virtue of being a program manager, project director/principal investigator, co-project director/principal investigator, or task leader on sponsored research of such magnitude as to require guidance and supervision of other professionals.	Supervision of others' work by virtue of being a program manager, project director/principal investigator, co-project director/principal investigator, or task leader on sponsored research of such magnitude as to require guidance and supervision of other professionals.	Ms. Candidate supervised over 70 researchers in their capacity as short course instructors with respect to the creation and delivery of professional educational offerings.  Ms. Candidate manages two direct reports (RSII and Project Support Specialist). She is responsible for the budget and profit and loss for courses across five labs.
4	Substantial documented contributions in sponsored program development.	Substantial documented contributions in sponsored program development. (Selling short courses, creating new programs putting courses in the catalogue)	Ms. Candidate has served as Project Director for 19 new courses with 250+ offerings resulting in over \$5.9M in funding.  Ms. Candidate was approached by the Savannah Army Corp of Engineers to put together a tailored certificate program, resulting in two new courses and a new certificate.

# EI<sup>2</sup>'s Peer Review Summary (Example, page 1)

## Principal Extension/Research Title – Peer Review Summary

Prefix (Ms./Mr./Mx./Dr.)	Candidate Name	Proposed Rank	Current Rank
Mr.	Michael Stonecipher	Principal Extension Professional	Senior Extension Professional
Years & Months in Current Rank	Years & Months Experience since Masters/PhD Degree	Is Candidate an Exception (Yes/No)	Describe Exception
8 Years & 3 Months @ time of promotion	27 Years	No	

<i>Principal Extension/Research Title: Demonstrated a level of scholarly achievement and technical, managerial, and entrepreneurial productivity commensurate with the highest standards of Georgia Tech (A + 2 of B-D)</i>				
A. Original and Innovative Contributions and Innovation with National Recognition	B1. Development and Management of a Technical Thrust with related Projects/Funding	B2. General/Addendum (where technical thrust is less specific...e.g., Region Manager of GaMEP)	C. Service to the Institute, the State, the Nation or the Candidate's Profession	D. Broad Recognition of Technical Stature
<p><b>Field of Expertise</b></p> <ul style="list-style-type: none"> <li>Expertise: Organizational Excellence (OE)</li> <li>11 Key delivered products</li> <li>Created the standard for Organizational Excellence and its 4 pillars:                             <ul style="list-style-type: none"> <li>Business Health</li> <li>Organizational Alignment</li> <li>Leadership Development</li> <li>Forward Thinking</li> </ul> </li> </ul> <p><b>Significant contributions</b> (Services Developed and Delivered)</p> <ul style="list-style-type: none"> <li>OE Assessment</li> <li>Managing for Daily Improvement</li> <li>Strategy Development and Deployment</li> <li>Hoshin Kanri</li> </ul>	<p><b>Leadership/Management Roles</b></p> <ul style="list-style-type: none"> <li>Group Manager for Strategy and Leadership Development, plus Technology. Directly responsible for (2) Research Ext. Professional II, (2) Senior Ext. Professional, and (1) Faculty Administration</li> <li>Automotive Industry Mngr.</li> </ul> <p><b>Technical Thrusts</b></p> <ul style="list-style-type: none"> <li>Developed and managed services for: Advanced Manufacturing, Industry 4.0, and Cybersecurity.</li> <li>Led multi-state initiative for the training and technology transfer of AIAG Automotive Industry Quality Core Tools and TPM (Total Productive Maintenance) services.</li> <li>PE course development for Creating Metrics to Drive Performance (PM) and Leading for OE (Co-PM)</li> </ul>	<p><b>Project Management</b></p> <ul style="list-style-type: none"> <li>69 Projects as PM</li> <li>28 Projects as Co-PM:</li> <li>\$436K Revenue as PM &amp; Co-PM</li> <li>\$768K Total Team Revenue</li> </ul> <p><b>Sponsored Project Development</b></p> <ul style="list-style-type: none"> <li>Co-PI B2S (Build-to-Scale) Center for MedTech Excellence; 2022-24; Sponsor: EDA; Funding: \$1,200,000 (Under Review by EDA)</li> <li>Co-PI Automotive B2B Network Pilot; 2014-16; Sponsor: U.S. Dept. of Commerce/NIST; Funding: \$250,000</li> <li>Co-PI Southeastern Automotive Manufacturing Technology Acceleration Center, SA-MTAC; 2014-15); Sponsor: U.S. Dept. of</li> </ul>	<p><b>Roles Representing the Institute</b></p> <ul style="list-style-type: none"> <li>Current Georgia Tech Faculty Senate Member, 2<sup>nd</sup> term</li> <li>Current Board Chair for SAE (Society Automotive Engineers), AL &amp; GA Section-6 Years</li> <li>Current Advisory Board Member for GAMA (Georgia Automotive Manufacturing Association), 6 Years</li> <li>Current chairman for Southern Automotive Conference ITT (Innovation Test Track), an Annual International Shark Tank Competition, 2 Years</li> <li>Current SAE International Advisory Board Member</li> <li>Advisory Board member for GT New Era of Automotive Electronics, '16 - '18</li> <li>Organizing Committee Member for GT Future Car, 2016</li> </ul>	<p><b>Technical Contributions</b></p> <ul style="list-style-type: none"> <li>44 Courses Taught</li> <li>19 Publications</li> <li>55 Presentations</li> <li>16 Technical Reports</li> </ul> <p><b>Awards/Certifications</b></p> <ul style="list-style-type: none"> <li>Five documented client success stories</li> <li>Ga MEP Top Revenue 2019, &gt; \$150K</li> <li>Ga MEP Outstanding Citizen 2019</li> <li>Ga MEP Outstanding Teamwork 2016 &amp; 2017</li> <li>Certified Green Belt/6-Sigma</li> <li>Certified DDI Facilitator</li> <li>Patent #6,167,992B1</li> <li>Red Cross Exceptional Volunteer Service Award 2017</li> <li>AlliedSignal CEO Technological Achievement Award for Short Cycle Warm Press</li> </ul>

# EI<sup>2</sup>'s Peer Review Summary (Example, page 2)

<ul style="list-style-type: none"> <li>Leadership Needs Assessment, Training and Coaching</li> <li>National Recognition: Two time NIST National Conference best practice presenter for Strategy Development &amp; Deployment Process; and, OE Std. &amp; Assessment Process.</li> <li>Facilitated the creation of the Ga MEP Strategy</li> </ul> <p><b>Highlights</b></p> <p>Mr. Stonecipher has fulfilled the role as trusted advisor for executive leadership. Three of the companies he serves have achieved 2X to 3X revenue in less than four years. He has facilitated the scaling-up strategy for PHX Holdings, LLC, who has experienced 5X growth over the past six years. PHX CEO will be featured in IW 2021 because of this success.</p>	<ul style="list-style-type: none"> <li>Organized and hosted first SOAR (Supplier Opportunities in Automotive Resources) Matchmaking Conference in 2018</li> </ul> <p><b>Impacts (Preliminary Results)</b></p> <ul style="list-style-type: none"> <li><b>\$443M Incremental Sales</b></li> <li><b>Over 338 new jobs</b></li> <li><b>\$56M Capital Investments</b></li> </ul> <p><b>Highlights</b></p> <p>Leading multi-state initiatives to advance technical services has been a strength for Mr. Stonecipher. During the COVID 19 travel restrictions, he created a Total Product Maintenance cohort virtual service and trained 5 project managers across three states to deliver the service within each state. He then partnered with the Alabama Technology Network to develop content and instructors to deliver Automotive Quality Core Tools in a virtual cohort setting. Impact: \$97,000 in new revenue over past 12 months and several new clients served.</p>	<p>Commerce/NIST; Funding: <b>\$750,000</b></p>	<ul style="list-style-type: none"> <li>Northeast Georgia Red Cross Board Chair, 2017</li> <li>PPI Board of Director '15 - '17</li> </ul> <p><b>Highlights</b></p> <p>Mr. Stonecipher has showcased Georgia Tech at several events. Through the SAE, he has sponsored Georgia Tech's Student Competition Center to participate and showcase their vehicles at the 2018 Southern Automotive Conference. Mr. Stonecipher has arranged over 20 events in the past five years for students and professionals. He has chaperoned Georgia Tech students to tour Kia and meet with members of their leadership team. In 2017, he met with the EVP for Research to share his industry knowledge and university programs available to serve the industry. His recommendations were used to help frame Georgia Tech's automotive strategy.</p>	<p>global process standardization</p> <ul style="list-style-type: none"> <li>AlliedSignal Premier Achievement Award for OEM Rapid Product Development</li> </ul>
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**Principal Research Scientist Criteria – Translation for Principal Extension Professional for  
[Candidate Name]**

# From the Faculty Handbook...

	<b>PRINCIPAL RESEARCH SCIENTIST PERFORMANCE REQUIREMENT</b>	<b>PRINCIPAL EXTENSION PROFESSIONAL ANALOGOUS ACHIEVEMENTS</b>	<b>CANDIDATE EXAMPLES</b>
1	Clear Evidence that the candidate has demonstrated consistent performance in the making of original and innovative contributions that are nationally recognized for their excellence as documented by external peer review of the candidate's work.		
2	Leadership in developing and managing a technical thrust involving related projects. Special consideration to be given to programs involving a broad participation by research and instructional faculty and students.		
3	Substantial contributions to Georgia Tech by service to the Institute, the State, to the Nation, or to the candidate's profession.		
4	Broad recognition of technical stature as evidenced by invited papers or seminars, session chairperson at national symposia, memberships on national committees, offices in professional societies, or other appropriate honors.		

...to the candidate's analogous achievements...

	PRINCIPAL RESEARCH SCIENTIST PERFORMANCE REQUIREMENT	PRINCIPAL EXTENSION PROFESSIONAL ANALOGOUS ACHIEVEMENTS	CANDIDATE EXAMPLES
1	Clear Evidence that the candidate has demonstrated consistent performance in the making of original and innovative contributions that are nationally recognized for their excellence as documented by external peer review of the candidate's work.	Clear evidence that the candidate has demonstrated consistent performance in the making of original and innovative contributions in mastery of <b>Organizational Excellence</b> within Economic Development <sup>1</sup> as documented by new practice areas, an expansion of existing program scope/ reach, and/ or other peer recognition. Original and Innovative contributions may be recognized within a state or region but should have national and/or international implications.	
2	Leadership in developing and managing a technical thrust involving related projects. Special consideration to be given to programs involving a broad participation by research and instructional faculty and students.	Leadership in developing and managing a technical thrust in <b>Organizational Excellence and Automotive Industry</b> as evidenced by funded projects that extend research and technical expertise and result in measurable impact. Special consideration to be given to programs involving participation with multidisciplinary teams which includes research, extension faculty and/or students.	
3	Substantial contributions to Georgia Tech by service to the Institute, the State, to the Nation, or to the candidate's profession.	Substantial contributions to Georgia Tech by service to the Institute, the State, the SE region, to the Nation, or to the candidate's profession. <i>Candidate's contributions need not be specific to their technical stature or specific area of mastery.</i>	
4	Broad recognition of technical stature as evidenced by invited papers or seminars, session chairperson at national symposia, memberships on national committees, offices in professional societies, or other appropriate honors.	Broad recognition of technical stature in <b>Organizational Excellence</b> as evidenced by conference presentations and panels, continuing education courses provided, participation on committees, offices in professional societies, or other appropriate honors.	

<sup>1</sup> Economic development includes: technology based economic development activities such as technology commercialization and deployment, entrepreneurship, startup company incubation, services to business and industry for growth, professional education, and innovation ecosystem development.



...to clear examples of the candidate's accomplishments.

**Principal Research Scientist Criteria – Translation for Principal Extension Professional for [Candidate Name]**

	<b>PRINCIPAL RESEARCH SCIENTIST PERFORMANCE REQUIREMENT</b>	<b>PRINCIPAL EXTENSION PROFESSIONAL ANALOGOUS ACHIEVEMENTS</b>	<b>CANDIDATE EXAMPLES</b>
1	Clear Evidence that the candidate has demonstrated consistent performance in the making of original and innovative contributions that are nationally recognized for their excellence as documented by external peer review of the candidate's work.	Clear evidence that the candidate has demonstrated consistent performance in the making of original and innovative contributions in mastery of <b>Organizational Excellence</b> within Economic Development <sup>1</sup> as documented by new practice areas, an expansion of existing program scope/ reach, and/ or other peer recognition. Original and Innovative contributions may be recognized within a state or region but should have national and/or international implications.	Mr. Stonecipher led the development and standardization of Organizational Excellence (OE) and the following 12 services: OE Assessment; Leadership Development; Strategic Planning; Hoshin Kanri; Leadership Needs Analysis; Managing for Daily Improvement; Industry 4.0; Advanced Manufacturing; Total Productive Maintenance; Automotive Industry Core Tools; Cybersecurity; and, Post-Acquisition Integration. Client impact: \$447M increased sales; 410 new jobs; and \$36M plant and equipment investment. Four services gained national recognition at the NIST MEP best practice conference.
2	Leadership in developing and managing a technical thrust involving related projects. Special consideration to be given to programs involving a broad participation by research and instructional faculty and students.	Leadership in developing and managing a technical thrust in <b>Organizational Excellence and Automotive Industry</b> as evidenced by funded projects that extend research and technical expertise and result in measurable impact. Special consideration to be given to programs involving participation with multidisciplinary teams which includes research, extension faculty and/or students.	Mr. Stonecipher was PI and Co-PI on three grant projects totaling \$1.9M, two professional education courses and six technical services. He manages a team of five and delivered 130 client paid projects generating \$695,760 in revenue. Mr. Stonecipher holds a patent for advanced friction materials for automotive braking system. He is recognized as an expert in the field of Organizational Excellence and automotive. He has international experience in project management of manufacturing processes.
3	Substantial contributions to Georgia Tech by service to the Institute, the State, to the Nation, or to the candidate's profession.	Substantial contributions to Georgia Tech by service to the Institute, the State, the SE region, to the Nation, or to the candidate's profession. <i>Candidate's contributions need not be specific to their technical stature or specific area of mastery.</i>	Mr. Stonecipher is currently the Board Chair for SAE Atlanta representing two states and 692 members; Chairman of the national Innovation Test Track® technology pitch competition, Board Advisory member for Georgia Automotive Manufacturing Association; SAE International Advisory Board, and, GT Faculty Senate. In 2019 Mr. Stonecipher received the GaMEP "Outstanding Citizen Award."
4	Broad recognition of technical stature as evidenced by invited papers or seminars, session chairperson at national symposia, memberships on national committees, offices in professional societies, or other appropriate honors.	Broad recognition of technical stature in <b>Organizational Excellence</b> as evidenced by conference presentations and panels, continuing education courses provided, participation on committees, offices in professional societies, or other appropriate honors.	Mr. Stonecipher has delivered 58 presentations, taught 69 on-site and open enrollment GTPE courses, written 33 technical reports. He has published 11 non-refereed articles. He was the recipient of GaMEP's "Top Revenue Award" for generating \$154,740 in client paid services.

<sup>1</sup> Economic development includes: technology based economic development activities such as technology commercialization and deployment, entrepreneurship, startup company incubation, services to business and industry for growth, professional education, and innovation ecosystem development.

# GT Enterprise Innovation Institute – Promotion Process Improvements

## EI<sup>2</sup> Timeline for Research Faculty Promotions 2025-26

Date	Actions & Due Dates, RF Promotions 2025-26
April 2025	<p>3/26/2025: Internal call for promotion applicants Internal call for committee members (all levels)</p> <p>Intent to Submit Promotion Package Deadline Date: <b>April 18<sup>th</sup>, 2025.</b> Candidate Profiles Entered in <a href="#">GT PROMOTE System</a> List of EI<sup>2</sup> applicants finalized (size of EI<sup>2</sup> level candidate review committee determined)</p> <p><b>4/04/2025:</b> First EI<sup>2</sup> Committee Review Meeting (Planning/Logistics)</p>
May - June 2025	<p><b>May 1<sup>st</sup> – 15<sup>th</sup>, 2025</b> Candidate 30-Minute 1-Page Summary &amp; Peer Review Qualification Document Presentations w/ EI<sup>2</sup> Sr. Level Committee Representatives, Supervisor, EI<sup>2</sup> HR, &amp; Assigned Professional Editor.</p> <p>6/01/2025: External evaluator bios and contact information due date (entered in PROMOTE system). *Principal candidates only</p> <p>TBA (June 2025): Second EI<sup>2</sup> Committee Review Meeting (Review of Early Submissions)</p>
July 2025	<p><b>7/01/25:</b> RF Packages Final Due Date Completion. Upload to GT PROMOTE System @: <a href="https://www.techtools.gatech.edu/">https://www.techtools.gatech.edu/</a></p> <p>TBA (July 2025): Third EI<sup>2</sup> Committee Review Meeting TBA (July 2025): Fourth EI<sup>2</sup> Committee Review Meeting</p>
August 2025	<p>TBA (August 2025): Fifth EI<sup>2</sup> Committee Review Meeting TBA (August 2025): Sixth EI<sup>2</sup> Committee Review Meeting</p>
September 2025	<p>TBA (Sept. 2025): Seventh EI<sup>2</sup> Review Committee Meeting TBA (Sept. 2025): Eighth EI<sup>2</sup> Committee Review Meeting (Voting) TBA (Sept. 2025): Final EI<sup>2</sup> Committee Review Meeting (Final Decisions) (only if needed)</p>

- Internal Call for Candidates (March)
- Early Committee Formation (all levels)
- Unit-Level Committee Planning & Logistics Meeting (April)
- 30 Min. Candidate Coaching Sessions: w/ Principal/Sr.-Level Committee Members, Supervisor, EI<sup>2</sup> HR, & Assigned Professional Editor.



# GT Enterprise Innovation Institute – Promotion Process Improvements

## SUMMARY FOR INSTITUTE REVIEW

NAME: Georgia Burdell  
ADMINISTRATIVE UNIT: EP/SHES  
RECOMMENDED RANK: Research Engineer II

B.S. 2011 Georgia Institute of Technology Civil Engineering  
M.I.S.E. 2015 Auburn University Industrial and Systems Engineering

Since joining Georgia Tech as a Research Engineer I in 2016, Ms. Georgia Burdell has met all the time-in-rank and education requirements for promotion to Research Engineer II.

Ms. Burdell has demonstrated **mastery of the complex field in Industrial Engineering/Occupational Safety and Health/Ergonomics**. She has participated in three conference presentations without proceedings and taught two academic courses. She has served as course director for three Georgia Tech continuing education classes through the Professional Education Occupational Safety and Health Administration (OSHA) Training Institute. She has also developed course material for five continuing education classes and has served as instructor during multiple offerings each year.

Ms. Burdell has demonstrated substantial **contributions to sponsored research/extension program development**. She has developed, or significantly contributed to the development of, two project proposals to external sponsors. **Total funding for both projects totals \$228,543.**

Ms. Burdell has demonstrated a significant role in **project leadership and supervision**. Under the OSHA Consultation Program, Ms. Burdell has managed task plans for two Consultation Annual Project Plans (CAPP). These include General Industry Exposure Reduction and Food and Poultry Processing Industry Exposure Reduction. CAPP Managers are responsible for project proposals that outline the coming year's goals and objectives. These efforts contribute to the Safety and Health Consultation Program's annual proposal; quarterly and final reports to the OSHA sponsor; and performance of outreach, training, and overall data collection. Through her role as CAPP manager, Ms. Burdell has authored three technical guidance documents published to the Safety and Health Consultation website. These technical guides are widely viewed by Health and Safety professionals throughout the southeast to aid in prevention of occupational injuries in manufacturing and construction industries. As a CAPP manager, Ms. Burdell has been responsible for the work supervision of **one Principal Research Scientist, two Senior Research Scientists, and two level I Research Scientists**. Ms. Burdell also served as a case manager for two companies accepted into the OSHA Safety and Health Achievement Recognition Program (SHARP). As a SHARP case manager, Ms. Burdell assisted the companies with their program application, and she continues to provide organizational safety and health compliance consultation.

Ms. Burdell has demonstrated superior ability in **representing Georgia Tech in service to outside organizations**. As a research engineer for the OSHA safety and health consultation program, Ms. Burdell has completed **160 consultation site visits** resulting in **160 technical reports** for Georgia businesses. These reports have contributed to the identification and correction of over 1,300 OSHA citable health and safety hazards, saving Georgia industries over **\$8 million in potential OSHA fines/penalties**. Through these efforts, Ms. Burdell has helped protect **over 10,000 Georgia employees** at risk for OSHA-related occupational hazards. Ms. Burdell has developed ergonomics training on Methods and Tools to Decrease Workplace Injuries. She delivered this training during four Enterprise Innovation Institute (EI2) Georgia Manufacturing Extension Partnership (GaMEP) Manufacturing Growth Meetings throughout the state. Ms. Burdell also served as the primary point of contact for four OSHA Strategic Partnerships between the OSHA Atlanta-West Area Office, Georgia Tech, and various construction companies involved in major Georgia construction projects.

- One-page summary draft required for 30 Min. Coaching Session
- Specific format required for each level
  - Mastery of a Complex/Technical Field
  - Contributions to Sponsored Research/Extension Program Development
  - Project Leadership & Supervision
  - Representing Georgia Tech in Service to Outside Organizations
  - **\*Emphasis on quantitative results**
- Peer Review Qualification Summary required for 30 Min. Coaching Session (alternative to narrative format)
  - **\* Introduced by Damon Nix of GT-EI<sup>2</sup>**

# GT Enterprise Innovation Institute – Promotion Process Improvements

- Peer Review Qualification Summary Level II (Progress Toward Sr. Level Performance)

## Extension/Research Title II – Peer Review Summary

Prefix (Ms./Mr./Mx./Dr.)	Candidate Name	Proposed Rank	Current Rank
Years & Months in Current Rank	Years & Months Experience since Masters Degree	Is Candidate an Exception (Yes/No)	Describe Exception

Extension/Research Title II: Evidence of Candidate's <b>Progress Toward Senior Level Performance</b>		
Products Developed, Teaching, Publications, etc.	Project Management	Sponsored Program/Project Development
<ul style="list-style-type: none"> <li>Field of Expertise:</li> <li># Key Delivered Products:</li> <li># Courses Taught:</li> <li># Publications:</li> <li># Technical Reports:</li> <li>Highlight: <i>A paragraph describing a strong representative product with impacts</i></li> </ul>	<ul style="list-style-type: none"> <li>Leadership/Management Roles (as applicable):</li> <li># Projects as PI/PM:</li> <li># Projects as Co-PI/Co-PM:</li> <li># Projects as Task Leader:</li> <li>\$ Revenue Managed Total:</li> <li># Supervised and # of Each Title (PRS, SRS, RS II, RS I, GRA, Co-op, etc.):</li> <li>Highlight: <i>As applicable, provide brief description of significant program management effort</i></li> </ul>	<ul style="list-style-type: none"> <li># Proposals Contributed To:</li> <li># Proposals as PI/PM:</li> <li># Proposals as Co-PI/Co-PM:</li> <li># Proposals Funded:</li> <li>\$ Funded Total:</li> <li>Highlight: <i>As applicable, provide brief description of significant funding effort led by candidate</i></li> </ul>

# GT Enterprise Innovation Institute – Promotion Process Improvements

- Peer Review Qualification Summary Sr. Level (\*Emphasis on specific target areas of performance)

## Senior Extension/Research Title – Peer Review Summary

Prefix (Ms./Mr./Mx./Dr.)	Candidate Name	Proposed Rank	Current Rank
Years & Months in Current Rank	Years & Months Experience since Masters/PhD Degree	Is Candidate an Exception (Yes/No)	Describe Exception

Senior Extension/Research Title: <i>Demonstrated a level of scholarly achievement and technical, managerial, and entrepreneurial productivity commensurate with the highest standards of Georgia Tech (A + 2 of B-E)</i>				
A. Mastery of a Complex Field	B. Technical Contributions and Innovation	C. Project Management / Supervision	D. Sponsored Program/Project Development	E. Representation of GT to Outside Organizations
<ul style="list-style-type: none"> <li>Field of Expertise:</li> <li># Key Delivered Products:</li> <li># Courses Taught:</li> <li># Publications:</li> <li># Presentations:</li> <li># Technical Reports:</li> <li>Highlight: <i>A brief description of peer recognition of candidate's expertise</i></li> </ul>	<ul style="list-style-type: none"> <li>Significant Contributions: Key delivered product(s) or program(s) that have created long-term impacts to clients or benefits for GT.</li> <li>Highlight: <i>As applicable, a paragraph describing a significant contribution with impacts</i></li> </ul>	<ul style="list-style-type: none"> <li>Leadership/Management Roles (as applicable):</li> <li># Projects as PI/PM:</li> <li># Projects as Co-PI/Co-PM:</li> <li># Projects as Task Leader:</li> <li>\$ Revenue Managed Total:</li> <li># Supervised and # of Each Title (PRS, SRS, RS II, RS I, GRA, Co-op, etc.):</li> <li>Highlight: <i>As applicable, provide brief description of significant program management effort</i></li> </ul>	<ul style="list-style-type: none"> <li># Proposals Contributed To:</li> <li># Proposals as PI/PM:</li> <li># Proposals as Co-PI/Co-PM:</li> <li># Proposals Funded:</li> <li>\$ Funded Total:</li> <li>Highlight: <i>As applicable, provide brief description of significant funding effort led by candidate</i></li> </ul>	<ul style="list-style-type: none"> <li>Roles representing the Institute                             <ul style="list-style-type: none"> <li>Committees</li> <li>Board Member</li> <li>Industry Association Leadership</li> <li>Regional Representation</li> <li>Service Activities related to GT Programs</li> <li>Presentations</li> </ul> </li> <li>Highlight: <i>As applicable, provide brief description of significant representation of GT to outside entity(ies)</i></li> </ul>

# GT Enterprise Innovation Institute – Promotion Process Improvements

- Peer Review Qualification Summary Principal Level (\*Emphasis on specific target areas of performance)

## Principal Extension/Research Title – Peer Review Summary

Prefix (Ms./Mr./Mx./Dr.)	Candidate Name	Proposed Rank	Current Rank
Years & Months in Current Rank	Years & Months Experience since Masters/PhD Degree	Is Candidate an Exception (Yes/No)	Describe Exception

<i>Principal Extension/Research Title: Demonstrated a level of scholarly achievement and technical, managerial, and entrepreneurial productivity commensurate with the highest standards of Georgia Tech (A + 2 of B-D)</i>				
A. Original and Innovative Contributions and Innovation with National Recognition	B1. Development and Management of a Technical Thrust with related Projects/Funding	B2. General/Addendum (where technical thrust is less specific...e.g., Region Manager of GaMEP)	C. Service to the Institute, the State, the Nation or the Candidate's Profession	D. Broad Recognition of Technical Stature
<ul style="list-style-type: none"> <li>Field of Expertise:</li> <li># Key Delivered Products:</li> <li>Significant Contributions: Key delivered product(s) or program(s) that have created long-term impacts to clients or benefits for GT.</li> <li>Evidence of National Recognition:</li> <li>Highlight: <i>A paragraph describing an example of an innovative contribution with impacts and national recognition.</i></li> </ul>	<ul style="list-style-type: none"> <li>Leadership/Management Roles:</li> <li>Technical Thrust that was developed and managed:</li> <li># Projects related to 'Thrust':</li> <li>\$ Revenue related to 'Thrust':</li> <li>Highlight: <i>Provide a brief description of the Technical Thrust led, it's impacts and, as applicable, how it connected to broader work and participation within E12 and GT.</i></li> </ul>	<p><i>Project Management</i></p> <ul style="list-style-type: none"> <li># Projects as PI/PM:</li> <li># Projects as Co-PI/Co-PM:</li> <li># Projects as Task Leader:</li> <li>\$ Revenue Managed Total:</li> <li># Supervised and # of Each Title (PRS, SRS, RS II, RS I, GRA, Co-op, etc.):</li> </ul> <p><i>Sponsored Project Development</i></p> <ul style="list-style-type: none"> <li># Proposals Contributed To:</li> <li># Proposals as PI/PM:</li> <li># Proposals as Co-PI/Co-PM:</li> <li># Proposals Funded:</li> <li>\$ Funded Total:</li> </ul>	<ul style="list-style-type: none"> <li>Roles representing the Institute                             <ul style="list-style-type: none"> <li>Committees</li> <li>Board Member</li> <li>Industry Association Leadership</li> <li>Regional Representation</li> <li>Service Activities related to GT Programs</li> </ul> </li> <li>Economic and Social Impacts resulting from the Candidate's work</li> <li>Highlight: <i>As applicable, provide brief description of significant service to the Institute, State, Nation or Candidate's Profession.</i></li> </ul>	<ul style="list-style-type: none"> <li>Technical Contributions                             <ul style="list-style-type: none"> <li># Courses Taught:</li> <li># Publications:</li> <li># Presentations:</li> <li># Technical Reports:</li> </ul> </li> <li>Professional Certifications or Recognitions</li> <li>Awards</li> <li>Distinguished Honors</li> <li>Select Committee Representation, etc.</li> </ul>

# GT Enterprise Innovation Institute – Promotion Process Improvements

- **GT RF Promotion Qualifications:**

- EI<sup>2</sup> Core Competencies (Annual Perf. Appraisals)

- **Research Faculty Extension Service Delivery (\*GT Faculty Handbook):**

- EI<sup>2</sup> Research personnel, in general, are assigned to fulfill Georgia Tech's extension and service mission to the State of Georgia and beyond. This mission includes, but is not limited to, innovation-led economic development, technology commercialization and deployment, entrepreneurship, startup company incubation, as well as outreach and education to business/industry, higher education organizations, governments, and various communities.

EI <sup>2</sup> Competency Library for Research Faculty Extension Service Delivery	
Competency 1	<b>Mastery of a Complex/Technical Field</b>
Competency #1: Progression Areas	(1) Demonstrating progress in a specific technical field and keeping pace with emerging trends in individual area of expertise (*achievement and thought leadership at a national and/or international level for senior & principal levels)
Competency 2	<b>Project Leadership &amp; Sponsored Program Development</b>
Competency #2: Progression Areas	Evaluation of EI <sup>2</sup> research faculty through sponsored program activities includes, but is not limited to: (1) Evaluating client needs and collaborating with appropriate constituents to meet project objectives/requirements; (2) Assigning and/or performing project follow-up activities and presenting findings/recommendations (*mentoring junior level faculty in project leadership for senior & principal levels); & (3) Promoting/facilitating interactions and activities that lead to new projects/programs/sponsorships (*making substantial contributions to new proposal writing and development for senior and principal levels).
Competency 3	<b>Representing, and Service to, the Institute</b>
Competency #3: Progression Areas	(1) Serving as a reliable resource to the overall Georgia Tech community; (2) Contributing significantly to the Institute Strategic Plan Objectives; (3) Leveraging Institute-wide talent and physical resources at Georgia Tech; (4) Serving on business/industry/governmental advisory boards and professional committees; (5) Building relationships that result in thought leadership speaking engagements at professional conferences or other related events (*serving as "keynote" speaker for senior and principal levels).
Competency 4	<b>Communicating and Relationship Development</b>
Competency #4: Progression Areas	(1) Communicating clearly and effectively, demonstrating efficient technical writing, & delivering well-developed and engaging presentations; (2) Consulting appropriate parties, identifying underlying causes of problems, and making decisions based on relevant information; (3) Keeping supervisor informed of important issues affecting the organization; (4) Accepting responsibility for own decisions/actions and remaining open to feedback and self-development; (5) Resolving conflicts in a way which benefits the organization.
Competency 5	<b>Solving Problems/Making Decisions</b>
Competency #5: Progression Areas	(1) Demonstrating an ability to balance short-term considerations with long-term needs; (2) Adapting to shifting priorities in work arrangements & remaining flexible to new ways of working; (3) Developing novel — yet practical and effective — solutions to problems and adopting ideas that drive continuous improvement.
Competency 6	<b>Adherence to Federal/State/USG/Georgia Tech Laws, Regulations, and/or Policies</b>
Competency #6: Progression Areas	(1) Upholding a high standard of individual behavior and utilizing discretion appropriately in alignment with Georgia Tech Business Ethics Policy and Georgia Tech Code of Ethics; (2) Strict adherence to important Federal and State laws/regulations that have a strong impact on organizational behavior; (3) Acting with integrity in relation to policies and/or procedures important in protecting organizational interests (Examples include, but are not limited to: Sponsor Contractual Requirements and Financial Stewardship, Georgia Tech Conflict of Interest Compliance, USG-BOR-GT Policies, Georgia Tech Code of Ethics, etc.)

# Enterprise Innovation Institute – Examples of Best Practices

- Intent to Submit Promotion Package
- 30-minute 1-page Summary & Peer Review Qualification
- Document Presentations w/EI2 Sr. Level Committee Representatives
- Supervisor, EI2 HR & Assigned Professional Editor



# 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.
- Impact statement (optional) – up to 2 pages
- Conversion Matrix (optional)

NOTE: Many GT websites use the terms *package*, *packet*, *portfolio*, and *dossier* interchangeably. They are the same thing – the info you submit for consideration for promotion. In the PROMOTE online system, it is called ‘dossier.’



# 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.

# Peer Reviewer Connections

- MS Teams site
- Register at [link in chat]

# 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 convenes peer review committee, reviews package, votes, submits recommendation letter
4. Unit director adds recommendation letter (in PROMOTE)
5. EVPR's office convenes a Central Committee that reviews packet and letters, votes, submits recommendation letter to executive
6. Executive at dean or director level adds recommendation letter (colleges only)
7. Unit submits entire package to Faculty Affairs
8. Faculty Affairs submits packet to Institute Committee, which votes on each package
9. Package reviewed by EVPR and Provost, adds recommendation
10. Package reviewed by President, decision made

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

# The Review Process

1. Consult with supervisor
2. For Principal promotion
3. Unit convenes peer review
4. Unit director adds recommendation
5. EVPR's office convenes peer review
6. Executive at dean's level
7. Unit submits entire package
8. Faculty Affairs submits package
9. Package reviewed by Faculty Affairs
10. Package reviewed by Dean

See detailed steps at: <http://www.gatech.edu/faculty-affairs/promotion-process>

A Research Faculty member is eligible for promotion when they have X years experience by July 1<sup>st</sup> 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 June 23, 2025, they can apply in the summer of 2024. Earlier is better!

The review process takes as long as one year. Promotion decisions are made by July 1.

**The process is slow and deliberate. Candidates should plan ahead and get started early!**

## 2025-26 Research Faculty Promotion Calendar – EVPR/Provost Units Internal Deadlines

April 2025	Notification of promotion process sent to leadership; request for candidate names
April-May 2025	Faculty Promotion Info Sessions
May 2025	Announcement sent to candidates to complete candidate profiles in PROMOTE
July 2025	Candidate dossier entered into PROMOTE system for review
July 2025	External evaluator bios and contact information entered into PROMOTE (Principal candidates only)
July 2025	Unit chairs/supervisors send external evaluator requests in PROMOTE
August 2025	Unit committees and Upper-Level Central committees identified
August 2025	External evaluator letters due in PROMOTE (Principal candidates only)
September 2025	Unit Committee meetings to review complete packages in PROMOTE
Oct 2025	Unit Level Committee Letters due in PROMOTE
Oct 2025	Unit Chair Letters due in PROMOTE
Nov 2025	Upper Level Committee Meeting
Nov 2025	Letters from Upper Level Committee Review due in PROMOTE
Dec 2025	Promotion packages submitted to VP
December 2025	VP Letters uploaded to PROMOTE
January 2026	Research Faculty Promotion Candidate Dossiers due to Faculty Affairs
Feb-Mar 2026	GT Institute Committee meets (date varies)
Mid-April 2026	Results from GT Institute Committee (date varies)
April 2026	Decision letters to candidates (date varies)
July 2026	Salary adjustment/transition to higher rank

# Committee Review (from the Faculty Handbook, section 3.2.1)

Rank	Required Performance	Criteria
Research II	Substantive evidence of progress:	<ul style="list-style-type: none"> <li>• Papers published or contributed to</li> <li>• Significant managerial efforts on sponsored projects</li> <li>• Products developed and delivered to sponsor community</li> <li>• Equivalent teaching responsibilities</li> </ul>
Senior	Superior rating	<ul style="list-style-type: none"> <li>• Mastery of a complex &amp; difficult field</li> </ul>
	Superior rating on any two of these four:	<ul style="list-style-type: none"> <li>• Technical contributions &amp; innovation</li> <li>• Representation of GT externally</li> <li>• Sponsored program development</li> <li>• Project management/supervision</li> </ul>
Principal	Outstanding rating	<ul style="list-style-type: none"> <li>• Consistent performance in original and innovative contributions</li> </ul>
	Outstanding rating on any two of these three:	<ul style="list-style-type: none"> <li>• Leadership in developing/managing a technical thrust</li> <li>• Substantial contributions to GT by service</li> <li>• Broad recognition of technical stature</li> </ul>



# 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 should 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.





# Review letters might come from...

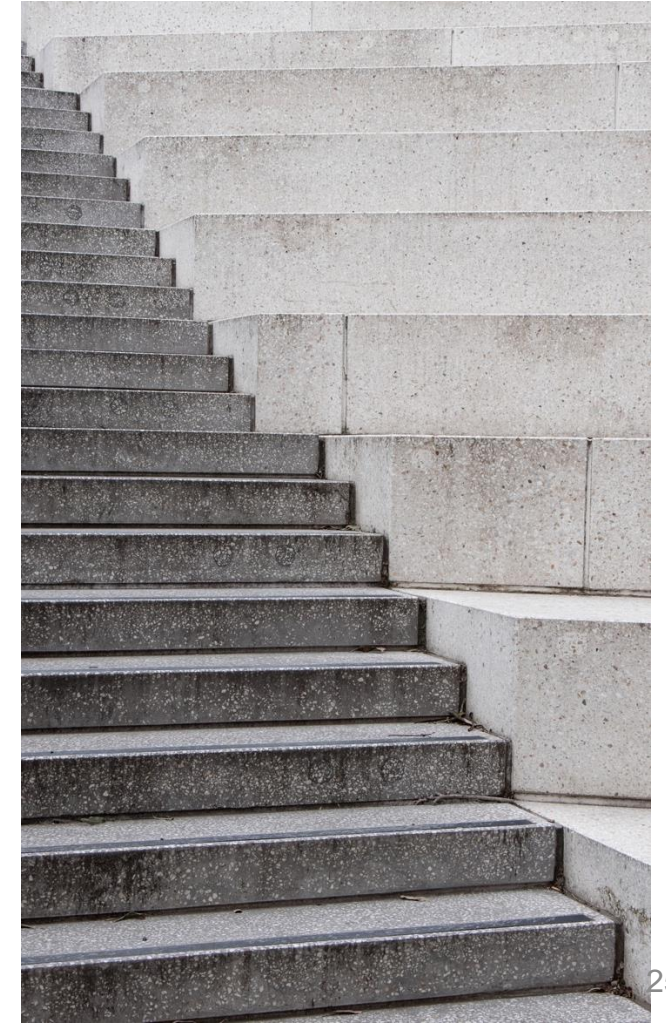


Image source: Antonio Jamal Roberson, pexels.com

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

# How are review committees determined?

- Three committees: Unit-level committee; Central Committee (evaluates all EVPR and Provost packages); 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 least one rank above the candidate's current rank
  - 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!!*
- Unit-level committee's recommendation will be part of the package that goes to the Central and Institute Committees
  - Committee leaders need to coach any academic faculty committee members on how to interpret a RF package.



# 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 [conversion matrix](#)
- Use each year's performance evaluation to track your progress
- Take action on the feedback you receive from your supervisor!



# Exceptions

- Can be made for candidates who are short of an “Objective Requirement” – years in rank, years experience, advanced degree
  - E.g., if you would achieve 4 years’ experience in August, you might be granted an exception to be considered before the July 1 timeline.
- 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 very strong in most other areas and the rationale for the exception must be articulated in the candidate's statement and in the letter from the unit leader

# Salary Increases



- Are determined by Executive Leadership Team and Budget offices
- Are typically 6%, but this amount can change. Historically, raises have been capped at 6% and there has been no additional increase for high performance. We expect this to continue but be aware that the official promotion guidelines state that the ELT and Budget offices may make a change on an annual basis.
- Additional increase requests are considered on a case-by-case basis for equity, retention (competitive offer in-hand), and additional scope/duties. *Such requests are not guaranteed.*
- NOTE to supervisors: *a promotion should not be limited/discouraged because of a lack of funds!*

# 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: faculty cannot access this system until Faculty Affairs provides access in late spring. However, you are encouraged to work on your promotion package documents before you have access to PROMOTE.)
- Email [facultyaffairs@gatech.edu](mailto:facultyaffairs@gatech.edu)



- Panelists

- Greg Owen (EII)
- Anna Osterholm (PRS, Chemistry)
- Adina Martinez (RA II, Ivan Allen CACP)



Thank you!

