Georgia Tech | Graduate Education and Faculty Development

Office of the Provost

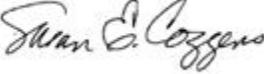<u>MEMORANDUM</u>

To: Rafael Bras

From: Susan Cozzens

Date: 26 May 2017

Subject: Report on Non-Tenure-Track Faculty Promotions 2017

The campus put forward 20 individuals who hold non-tenure-track (NTT) positions for promotion this year:

> 6 from Academic Professional to Senior Academic Professional
> 7 from Senior Academic Professional to Principal Academic Professional
> 1 from Lecturer to Senior Lecturer
> 1 from Archivist I to Archivist II
> 4 from Librarian II to Librarian III
> 1 from Librarian III to Librarian IV

Based on the recommendations of the Institute NTT Promotion Committee, you approved 17 of these for promotion. One candidate withdrew the file.

The Committee consisted of individuals from all the colleges, from the non-college units and the Library.[1] The Committee had access to full files for all 20 individuals approximately three weeks before the meeting, with the expectation that they would read all of them. The Committee met for a full day on May 4. An individual from each unit or set of units presented each case, and another individual outside the unit provided additional comments, followed by general discussion. After discussion closed, the committee voted anonymously on each case, with results displayed on a screen for all to see.

The Committee expressed appreciation for this new process. Through it, Committee members learned about activities in different parts of campus and worked on developing common standards for promotion. They recommend that you appoint all or most of the same members to the Committee next year for continuity and to support the learning process, while adding some individuals who were promoted this year to the top ranks in their job titles.

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[1] Nelson Baker (Professional Education), Rebecca Burnett (Ivan Allen), Daniel Castro (Design), Lori Critz (Library), Cheol Eun (Scheller), Christopher Fahrni (Sciences), Steve Ruffin (Engineering), Monica Sweat (Computing).

In addition to the first chance to look at these promotion decisions across colleges, the meeting also provided a first chance for the Library promotions to receive discussion outside the Library. The Library Constitution sets out process and criteria for those recommendations, and the Institute Committee used those criteria in its deliberations. There are some similarities and differences between the Library process and criteria and those used in the rest of campus. The Library will be working with Faculty Affairs over the coming year to examine possible changes in their procedures. The NTT Committee saw strengths in the Library experience that can inform an emerging all-campus process.

Committee Recommendations

The Committee made a number of recommendations to improve documentation and process for next year.

With regard to documentation:

1. Academic Professionals should clearly label the three areas of superior performance in their personal statements and consolidate information relevant to them under those labels. Each further level of review should evaluate based on those areas. The Committee suggested we provide guidance to individuals on relating their duties to the five areas. They suggested holding a workshop for faculty who are expecting to go forward.

2. If teaching is one of the three areas of superior performance, peer evaluation of teaching should be included and not just CIOS or other evaluation scores.

3. The Institute Standard Resume, or an appropriately modified version, should be required for next year. Candidates should list journal publications separately from conference presentations.

4. The documents that embody the individual's achievements should not be included in the file that comes to the Institute Committee. Review at earlier levels should evaluate these and incorporate the results of the evaluation into the memos from supervisors, committees, and deans.

5. Candidates may address future plans briefly in their personal statements, although this is not required.

6. Job descriptions should be updated and indicate percent time the unit expects the individual to devote to each major activity.

7. The Committee questioned whether mentoring counts as supervising others' work.

8. In any cases where an Academic Professional does not have a terminal degree, Faculty Affairs should add the documentation of "rare and extraordinary circumstances" that supported allowing the AP title, as permitted by the Faculty Handbook.

9. Format
   a. Faculty Affairs should establish file name conventions to make it easier for Committee members to locate the files during the meeting. The Committee also asked if we could

have fewer folders on the T-Square site since there were several folders with few, if any, files.

b. Although the Library process may require some additional elements, it should remove any material that is not required in the Institute process before sending the file forward.

c. Personal statements of accomplishments should adhere to established page limits. Units are responsible to make sure this is the case before they send the file for external review.

d. The unit should present each package in tabbed pdf format, including sections in resumes, to allow the Committee to access sections easily in electronic format.

e. Units should present all pdfs in searchable form, with the exception of external letters that may need to be scanned.

With regard to the evaluation itself:

1. Time period: The evaluation should focus on activities since the last promotion, or since hiring in the case of those going up for their first promotions. The Library currently limits the evaluation to this time period.

2. Venues: The evaluation should take quality of publication and presentation venues into account, for example, quality of press that published a book, quality of journal where an article appeared, and selectivity of meetings where the candidate made presentations.

3. External letters. The external letters should reflect the participation of the candidate in networks of similar professionals outside Georgia Tech, and voice the estimation of peers in those networks about the quality of the individual's work. For that reason…

   a. All external letters should come from outside Georgia Tech. In general, letters from individuals who recently left Georgia Tech and know the candidate primarily from on-campus contact are not acceptable.

   b. The letter writers should reflect high quality institutions as appropriate to the field or area of work of the candidate.

   c. The individual (or group in the case of the Library) that chooses the letter writers should justify the choices as representing peer review. The standard table indicating reviewer invitations and outcomes can incorporate this information.

Policy Clarifications

The Committee identified some possible policy clarifications for the future:

1. The Faculty Senate might want to consider reinforcing the distinction between Senior Academic Professionals and Principal Academic Professionals using the number of superior performance areas (e.g., two for Senior and three for Principal).

2. Terms that need clarification:

a. "successful and measurable related experience"
b. "academic achievement" in Superior Performance Area #4

3. The Faculty Handbook language around teaching should explicitly include professional education offerings and on-campus workshops as acceptable forms, along with their somewhat different student evaluation rating formats.

Given the need for confidentiality of the process, the Provost should consider the appropriate form for providing feedback to the candidate from the Institute NTT Committee discussion, especially when the decision is negative. The Committee recommends a memo giving major points for improvement. Given the newness of the process, the Committee recommends that Faculty Affairs hold workshops for both supervisors and candidates for the next round, to review the criteria, process, and documentation and to answer questions. Faculty Affairs should prepare a summary table for each promotion level including those in the Library indicating differences in expectations and letter writers. The Committee notes that Faculty Affairs for a variety of reasons has scheduled this promotion process for next year in between the P&T process and third year Critical Review, a schedule that will honor the Committee's request not to hold its meeting during finals week.

Recommendations from Outside the Committee

Faculty Affairs also gathered comments from other interested parties across campus and has discussed them with the Faculty Development Associate Deans. These deliberations resulted in the following additional recommendations:

1. Units should request prior credit for academic professionals or lecturers at the time of hiring only for faculty appointments that are similar in nature or that were on the professor track, for example, an assistant professor appointment. Faculty Affairs will use this criterion going forward at the time of hiring and apply it retroactively as units recommend promotion for individuals hired before implementation of the prior credit option.

2. Only Lecturers serving 75% time or more are eligible for promotion to Senior Lecturer. Calendar years of service are the same for everyone above the 75% level.

3. When the outside reviewer was the candidate's mentor, supervisor, or dissertation advisor, the file should include special justification for using that person as a reviewer.

4. Schools want more guidance on what should go into the teaching portfolio. Faculty Affairs will develop a list, in consultation with CTL.

5. The Faculty Development Associate Deans recommend requiring peer evaluation of teaching for Lecturer promotions and de-emphasizing or dropping the requirement for external letters.

6. Guidance should include a minimum length of time before an individual can submit a file for reconsideration. The Faculty Development Associate Deans recommended three years.

7. Faculty Affairs will handle promotions from Associate Academic Professional to Academic Professional as administrative action, rather than taking them to the committee. Home units must fund the salary increase for these promotions; a raise is at the home unit's discretion.

Faculty Affairs will produce a guidance document to be used in the coming round, incorporating the recommendations from the Committee along with the last set of points. After another year of experience, revisions in the Faculty Handbook to clarify criteria and expectations should go to the Statutes Committee for consideration. Among other items, at that time Faculty Affairs should propose as part of any Faculty Handbook revision that

- the language on time in rank be consistent between tenure-track and non-tenure track sections, specifically, to change *must* in the NTT section to *generally*, and

- removing the requirement for external letters for lecturers.