

USC Columbia Faculty Manual Regulations and Policies

PROFESSIONAL-TRACK FACULTY AND RELATED POLICIES

The University of South Carolina recognizes the importance and contribution of professional-track faculty to the educational, research, and service missions and success of the university. Professional-track faculty members are engaged in instruction inside and outside the classroom, service, research, and/or administration. The following policies govern the definition of roles and the appointment, reappointment, and promotion processes for professional-track faculty members. They are closely linked to the University of South Carolina Policies and Procedures Manual Academic Affairs Policies (ACAF) [ACAF 1.00 Recruitment and Appointment of Tenured, Tenure-track, and Professional-track Faculty](#), [ACAF 1.06 Academic Titles for Faculty and Unclassified Academic Staff Positions](#), [ACAF 1.16 Professional-track Faculty](#), [ACAF 1.18 Change of Status between Tenure Track and Professional Track](#), and [ACAF 1.82 Faculty Progressive Discipline](#).

Professional-track faculty shall be compensated in a way that considers the full range of their appointment responsibilities, which should usually include a service requirement. Where a service requirement does not exist in a contract, its absence shall not be used to exclude professional-track faculty from voluntarily serving in governance. Professional-track faculty shall not be required, expected, or pressured to participate in activities that are not included as compensated responsibilities under the terms and conditions of their appointment.

Professional-track faculty members are not eligible for tenure, nor does any of the time spent in a professional-track position count toward the probationary period for tenure. Details regarding change of track or title are available in [ACAF 1.18 Change of Status to and from Tenure-Track Faculty](#).

Termination of employment before the end of the contract period must follow the faculty termination for cause procedures. See [ACAF 1.82 Faculty Progressive Discipline](#) for further detail.

1. FACULTY TITLES AND QUALIFICATIONS

Professional-track faculty have highly varied responsibilities across the university as indicated by titles, qualifications, and workload distribution. This section presents titles and qualifications associated with FTE positions, although the same titles and qualifications may apply to non-FTE positions. Further details about titles and qualifications, along with additional part-time and honorific titles, can be found in [ACAF 1.06 Academic Titles for Faculty and Unclassified Staff Positions](#). Qualifications for appointment, set forth below, are not intended as justification for automatic promotion; conversely, justified exceptions may be made.

1.1 INSTRUCTIONAL FACULTY

The primary responsibility of an individual appointed as an instructor, lecturer or teaching professor is teaching; however, other duties may be assigned. Instructional faculty appointments are regular, full-time, or part-time appointments of individuals of substantial professional caliber to supervise and instruct students in classroom or laboratory settings and/or to engage in practice and outreach and/or have substantial professional caliber to administer academic programs and other administrative activities.

(a) Teaching Professor

- i. **Teaching Professor.** An individual appointed as a Teaching Professor must have a record of excellent instruction and student mentorship as defined by the academic unit and at least nine years of effective, relevant experience. This rank is reserved for individuals with proven stature in instructional roles. A terminal degree is required, usually an earned doctorate.
- ii. **Teaching Associate Professor.** An individual appointed as a Teaching Associate Professor must have a record of effective professional performance as defined by the academic unit, have at least five years of effective, relevant experience, and have strong potential for further development as an instructor and student mentor. A terminal degree is required, usually an earned doctorate.
- iii. **Teaching Assistant Professor.** An individual appointed as a Teaching Assistant Professor must have strong potential for development as an instructor and student mentor. A terminal degree is required, usually an earned doctorate.

(b) Instructor / Lecturer

- i. **Principal Instructor or Principal Lecturer.** Promotion to principal instructor or principal lecturer requires the equivalent of nine years of full-time teaching experience and a record of excellent instruction as defined by the academic unit. A master's degree in the teaching discipline or a master's degree with a concentration in the teaching discipline (a minimum of 18 graduate semester hours in the teaching discipline) is required.
- ii. **Senior Instructor or Senior Lecturer.** An individual appointed as or promoted to the rank of Senior Instructor or Senior Lecturer must have the equivalent of five years of full-time teaching experience in higher education and evidence of effective instruction as defined by the unit. A master's degree in the teaching discipline or a master's degree with a concentration in the teaching discipline (a minimum of 18 graduate semester hours in the teaching discipline) is required.

iii. **Instructor or Lecturer.** To be eligible for appointment at the rank of instructor or lecturer, a faculty member normally is expected to possess a master's degree in the teaching discipline or a master's degree with a concentration in the teaching discipline (a minimum of 18 graduate semester hours in the teaching discipline).

(c) **Instructor Librarian.** An individual appointed as an instructor librarian will usually possess a terminal degree in a library-related discipline and is expected to perform the responsibilities of librarianship and instruction.

(d) **Legal Writing Instructor.** An individual appointed as a Legal Writing Instructor is expected to possess at least a juris doctor degree.

1.2 CLINICAL FACULTY

Clinical Faculty appointments are regular, full-time, or part-time appointments of individuals of substantial professional caliber to supervise and instruct students in clinical, field, classroom, or laboratory settings, and/or to engage in practice and outreach, and/or have substantial professional caliber to administer academic programs and other administrative activities. The education, certification, and licensure of an individual must meet the minimum regulatory requirements of the respective accrediting agency or board, as required for the position. The accrediting organization must be recognized by the U.S. Department of Education. According to individual circumstances, faculty in these positions may or may not be salaried.

(a) Clinical Professor

i. **Clinical Professor.** An individual appointed as a Clinical Professor must have a record of excellent professional performance as defined by the academic unit, and have at least nine years of effective, relevant professional experience. This rank is reserved for individuals with proven stature as a clinician or practitioner. A terminal degree is required, usually an earned doctorate and/or MD degree.

ii. **Clinical Associate Professor.** An individual appointed as a Clinical Associate Professor must have a record of effective, relevant professional performance as defined by the academic unit, have at least five years of effective, relevant professional experience, and have strong potential for further development as a clinician or practitioner. A terminal degree is required, usually an earned doctorate and/or MD degree.

iii. **Clinical Assistant Professor.** An individual appointed as a Clinical Assistant Professor must have strong potential for development as a clinician or practitioner. A terminal degree is required, usually an earned doctorate and/or MD degree.

(b) Clinical Instructor / Lecturer

- i. **Principal Clinical Instructor or Principal Clinical Lecturer.** The title of principal clinical instructor or principal clinical lecturer requires the equivalent of nine years of full-time relevant clinical, practice and/or teaching experience and a record of excellent performance as defined by the academic unit in the areas of responsibility. A master's degree in the teaching discipline or a master's degree with a concentration in the teaching discipline (a minimum of 18 graduate semester hours in the teaching discipline) is required.
- ii. **Clinical Senior Instructor or Clinical Senior Lecturer.** An individual appointed as or promoted to the rank of Clinical Senior Instructor or Clinical Senior Lecturer must have a minimum of five years of higher education experience and effective performance as defined by the academic unit in the areas of responsibility. A master's degree in the teaching discipline or a master's degree with a concentration in the teaching discipline (a minimum of 18 graduate semester hours in the teaching discipline) is required.
- iii. **Clinical Instructor or Clinical Lecturer.** An individual appointed as a Clinical Instructor or Clinical Lecturer is expected to possess at least a master's degree in the teaching discipline or at least a master's degree with a minimum of 18 graduate semester hours in the teaching discipline.

1.3 RESEARCH FACULTY

Research faculty appointments are regular, full-time, or part-time appointments of individuals with research expertise, experience, and evidence of scholarly accomplishment. Research faculty will be engaged primarily in independent research, such as serving as principal investigator or co-principal investigator on externally funded research and having significant refereed publications. Research faculty should have a terminal degree, usually an earned doctorate.

- (a) **Research Professor.** An individual appointed as a research professor must be recognized internationally/nationally in their field and have at least nine years of effective, relevant experience. This rank is reserved for individuals with proven stature in research.
- (b) **Research Associate Professor.** An individual appointed as a research associate professor must have an established reputation in their field, have at least five years of effective, relevant experience, and demonstrate potential for further development.
- (c) **Research Assistant Professor.** An individual appointed as a research assistant professor must have research expertise in their field.

1.4 PROFESSOR OF PRACTICE

A Professor of Practice appointment is a full-time or part-time appointment of an individual engaged in instruction, creative work, and leadership in professional practice. The individual must have a proven reputation in professional achievement and expertise, experience, and international/national recognition in their professional field. Professors of Practice usually have a master's degree in the teaching discipline or a master's degree with a minimum of 18 graduate semester hours in the teaching discipline. The title of Professor of Practice is used only on rare occasions and must have prior approval, through academic channels, of the president.

2. CREATION OF THE UNIT PROFESSIONAL-TRACK FACULTY COMMITTEE

The faculty of each academic unit shall create a professional-track faculty committee and will determine and periodically review the constitution and charge of that unit's committee.

The committee will be charged to develop, revise and recommend promotion criteria for professional-track faculty. It may also be charged to recommend criteria for appointment and reappointment, and oversee the evaluation of candidate applications, which may require the appointment of select committees for some functions.

The faculty of the unit may decide to vote as a whole on the adoption of the recommended promotion criteria and on approval of committee recommendations for appointment, reappointment, and promotion.

The membership of the committee and any appointed select committees should include both professional-track and tenure-track faculty, though in general the determination of membership in the committee and any appointed select committees shall be based not on tenure status but on the expertise relevant to carrying out the assigned duties. Faculty whose contracts do not compensate them for service shall not be excluded from voluntarily serving on a unit's professional-track faculty committee or its appointed select committees. Neither, though, shall they be required, expected, or pressured to participate.

By April 15 of each year, each unit professional-track faculty committee shall elect a chair for the upcoming year and report the chair's name to the Offices of the Provost and the Chair of the University Committee on Professional-Track Faculty.

3. APPOINTMENTS

The faculty of each academic unit shall define its criteria and procedures for assessing candidates and recommending their appointment.

Appointments of professional-track faculty shall be in writing and shall specify the beginning and ending date of appointment, typically for terms of one to five years. A recommendation of the unit faculty must be included in the appointment process. Once the appointment process required in the unit level criteria are followed, the dean as the college-level hiring authority has the authority to offer appointment for most professional-track faculty titles without additional approvals from the Offices of the Provost or President.

Further details about the appointment of professional-track faculty may be found in [ACAF 1.00 Recruitment and Appointment of Tenured, Tenure-track, and Professional-track Faculty](#), and [ACAF 1.16 Professional-track Faculty](#).

Professional-track faculty with temporary appointments are appointed for no more than one year. Some policies related to professional-track faculty may be restricted to full-time faculty or to faculty in FTE positions, as described in this Faculty Manual or in other university policies.

Candidates for faculty appointment as teaching professor, clinical professor, research professor, or professor of practice require a favorable vote of those eligible to vote as defined in the unit criteria and recommendation of the unit head, dean, and provost. Written approval from the president is required before an offer can be extended for the position of teaching professor, clinical professor, research professor, or professor of practice.

4. REAPPOINTMENT

The faculty of each academic unit shall formulate specific written criteria and procedures for the reappointment of professional-track that are consistent with achievement of established goals and the professional responsibilities of the faculty member. Such criteria and procedures will include the process whereby each faculty's performance is assessed and evaluated relative to reappointment.

Reappointment decisions of professional-track faculty shall be in writing and shall specify the beginning and ending date of reappointment, typically for terms of one to five years, with reappointment contingent on the candidate's successful evaluation and available funding by the college and unit, and satisfactory performance evaluation provided by faculty peers. The reappointment letter will stipulate the length of the faculty member's contract.

Final reappointment decisions are administrative, but a recommendation of the unit faculty must be included in the reappointment process. The faculty of each academic unit must determine its criteria and procedures for assessing and recommending candidates for reappointment. Notice of non-reappointment is required in writing from the Dean of the college to whom the faculty member reports. In the initial one-year terms of any professional-track faculty appointment, notice of non-reappointment is recommended but not required. For those professional-track faculty with three to five-year contracts, the faculty member must be given notice of non-reappointment at least 180 days before the end of the contract. See [ACAF 1.16 Professional-track Faculty](#) for further detail.

5. PROMOTION

The university is committed to achievement in teaching, research (including scholarship and/or creative activity in visual and performing arts), and service. This commitment extends to interdisciplinary teaching, research, and service. Collectively, the faculty profile of the university and of any academic unit should reflect performance consistent with that of major research universities.

Professional-track faculty may have widely differing terms of appointment and reappointment depending on the mission of the unit and the faculty member's strengths and qualifications. Unit criteria for promotion of professional-track faculty should reflect the diversity of these faculty appointments and provide clear pathways for promotion. See [ACAF 1.16 Professional-track Faculty](#) for further detail.

5.1 UNIT CRITERIA AND PROCEDURES

The faculty of each academic unit shall formulate specific written criteria and procedures for professional-track promotion that are consistent with the achievement of established goals and with the professional responsibilities of the faculty member. Unit criteria should also reflect the university's commitment to achievement in research (including scholarship and/or creative activity in visual and performing arts), teaching, and service.

The criteria and procedures for promotion shall clearly communicate to faculty members the unit's expectations concerning performance in the areas applicable to their assigned responsibilities and workload allocation, including the nature and quality of the various scholarly activities necessary to attain promotion, if applicable. These criteria and procedures must be consistent with the Faculty Manual.

Once professional-track faculty criteria and procedures have been approved at the unit level, the dean shall forward the proposed criteria to the Office of the Provost. A signed memo from the dean should accompany the criteria and indicate their review and approval as well as describe involvement by the faculty of that unit in the development and approval process. Once approved by the Office of the Provost, the criteria will then be forwarded to the UCPTF for their review and approval. The dean is responsible for ensuring that all approved criteria and procedures regarding professional-track faculty are implemented within the college/school.

The UCPTF does not prescribe specific criteria for any unit. The unit must devise its own criteria according to its particular needs, the needs of unit faculty, the standards of the field, and the aspirations of the university, so long as they are consistent with the faculty manual.

Unit criteria should provide an overview of the unit's mission, emphasis, and range of responsibilities for professional-track faculty within the unit. Materials should be clearly written for both audiences within the unit and outside it, including external reviewers when appropriate.

5.2 GENERAL STANDARDS FOR ASSESSMENT OF FACULTY

Eligibility for promotion. At the unit level, all professional-track faculty who have completed the minimum time in rank specified in both the Faculty Manual and unit criteria, and who have met the unit criteria for rank advancement, can be considered for promotion. See Section 1. Faculty titles and qualifications for details on minimum time in rank. Unit criteria may define a more stringent requirement regarding minimum term of service.

Leave. Time during which the faculty member is on leave for a period equivalent to one semester or more, either with or without pay, will not be included in the review period, nor should the faculty member be penalized for any corresponding gap in the professional record.

Assessing Performance with Consideration of Workload Allocation. Criteria for all promotion decisions should require a record of accomplishment indicative of continuing development of the faculty member in the broad areas of teaching, research, and service, as applicable to the rank and to the faculty member's workload allocation. Further, unit criteria should state explicitly if unit requirements for rank include responsibilities in all three areas, or primarily in one or more areas.

Individual faculty members' contractual professional responsibilities are also relevant in the evaluation process. For example, an instructor may have only teaching responsibilities, or may have a distribution with teaching as the primary responsibility, but with some service or research expectations. Likewise, a research associate professor may be fully committed to research with no instructional responsibilities and only minimal service obligations. As a result, evaluation of an individual professional-track faculty member's performance should incorporate all applicable areas of teaching, research, and scholarship, and/or service. Further, the individual faculty member's workload allocation may also vary from year to year as professional responsibilities change. Annual reviews should focus on the specific effort allocated for that review period, while promotion review will accordingly take into consideration the shifting allocation of effort over the full review period.

Units are encouraged to consider formal workload allocation documentation in promotion as appropriate, but in all cases, faculty must be evaluated only on the areas of professional responsibilities that are defined in their appointments and workload allocations. The weight of the evaluation in each area should be commensurate with the allocation of duties.

Assessment Criteria. Unit criteria promotion shall provide clear standards for the assessment of past achievements of the faculty member. If unit criteria use adjectival standards to rate candidates' performance, then the following terminology shall be used: outstanding, excellent, good, fair, and

unacceptable. Definitions of these terms may be varied to meet the needs of the individual unit, but should be generally consistent with the following:

- Outstanding: The candidate's performance is far above the minimally effective level as defined by unit criteria.
- Excellent: The candidate significantly exceeds the minimally effective level of performance.
- Good: The candidate's performance is clearly above the minimally effective level.
- Fair: The candidate meets the minimally effective level of performance.
- Unacceptable: The candidate has accomplished less than the minimally effective level of performance.

Minimum criteria for promotion of instructors and lecturers are provided in the descriptions above (see section 1. on faculty titles and qualifications for instructional faculty).

Unit criteria for promotion to any professional-track associate professor shall require, at a minimum, evidence of excellence in the area of primary responsibility and good in all other areas, if applicable to the rank, position, and workload allocation of the faculty member. The candidate should demonstrate evidence of progress toward establishing a regional, national, or international reputation in a field. Criteria for promotion from professional-track associate professor to professor shall require, at a minimum, evidence of excellence in all areas of responsibility, and evidence of regional, national, or international stature in a field.

Evaluation of Teaching. Given the wide range and diversity of instructional activities for professional-track faculty across the university and even at times within units, each unit must provide clear processes within criteria for situating the faculty member's teaching responsibilities within the expectations of the unit. Procedures for the evaluation of classroom teaching must require peer evaluations, conducted throughout the faculty member's appointment at the university as determined by unit procedures. Other teaching functions and the weight to be given to them in evaluating teaching performance must be specified in the unit criteria.

While the Faculty Manual requires peer-teaching observations and student course evaluations to be taken into account, the structure and process of creating and interpreting those observations for evaluative purposes are the responsibility of the unit. Other teaching functions and the weight to be given to them in evaluating teaching performance must be specified in the unit criteria. Bias towards or against teaching dependent upon course buyouts or grants/research must not negatively impact their evaluation of teaching performance.

Evaluation of Research and Scholarship. Unit procedures for the evaluation of the research component of the file may require that evaluations of the candidate's research and scholarship be obtained from impartial scholars at peer or aspirant institutions within the field, outside the University of South Carolina system. External reviewers should normally already hold at least the rank status for which the candidate is applying and be currently active, productive researchers,

scholars, or artists. If a person can be shown to be one of the leading scholars in a particular field, that person may be used as an outside evaluator even if they are an institution that is not peer or aspirant. Non-university specialists may be used as outside evaluators if allowed by unit procedures; however, the majority of evaluators normally must be persons with academic affiliations. Persons who have co-authored publications, collaborated on research, or been colleagues or advisors of the applicant normally should be excluded from consideration as outside evaluators. All evaluators must be asked to disclose any relationship or interaction with the applicant. The outside evaluators must be selected by the unit except as provided below for jointly appointed faculty.

Each evaluator must be provided with a letter requesting the evaluation and informing the evaluator of the unit's relevant criteria for promotion, the candidate's vita and publications, and other materials evidencing the candidate's research or the portion of the candidate's research as the evaluator is being asked to evaluate. The same set of materials must be sent to all reviewers. The evaluator will be asked to evaluate the quality of the research and scholarship, including the quality of publication venues. If required by unit criteria, the evaluator will be asked to evaluate the quantity of the candidate's research and scholarship.

A summary of the professional qualifications of each outside evaluator or a copy of each evaluator's curriculum vita must be included in the file, along with a copy of the letter sent to the evaluators.

Evaluation of Clinical, Practice, and Other Activities. Unit procedures must specify evidence and expected standards of effective performance in clinical and practice activities and other service and outreach responsibilities as applicable for the unit's professional-track faculty positions. Additional individual-level expectations must be spelled out in the initial and subsequent employment contracts or documented in a memorandum of understanding.

6. IDENTIFICATION OF APPLICABLE CRITERIA FOR REAPPOINTMENT AND PROMOTION

Persons appointed to or transferred into professional-track positions must be informed in the offer of appointment of the evaluation, reappointment, and promotion criteria applicable to the position. Any change in these regulations prior to the effective date of the appointment must be communicated to, and receipt acknowledged by, the new faculty member in writing and made a part of the faculty member's official record. When new unit criteria are approved, professional-track faculty have a period of two years from the effective date of approval during which they may apply for promotion under either criterion. After this two-year period, all faculty must apply under the most recently approved criteria.

Each unit shall maintain copies of all available versions of the unit criteria, each indicating the effective date of approval. Each unit shall submit copies of all available versions of the unit's

criteria to the Office of the Provost, which shall maintain a central repository of all available unit criteria, both current and historic.

7. PROMOTION FILES – CREATION, REVIEW, AND VOTING PROCEDURES

Notification and Review Calendar. At the unit level, all professional-track faculty who have completed the minimum time in rank specified in both the Faculty Manual and unit criteria, and who have met the unit criteria for rank advancement, can be considered for promotion.

Potential candidates for promotion will be advised in writing of their eligibility for promotion by the dean, department chair or other appropriate administrator no later than October 1 for the current academic year promotion cycle. A faculty member who intends to apply for promotion must inform the dean, department chair, or other appropriate administrator no later than October 15. Compliance with these deadlines is critical for file preparation and solicitation of external reviewers; exceptions should be approved by the Office of the Provost. Each unit must provide the provost with a list of those faculty members who intend to apply for promotion by no later than November 5. Following unit review, complete candidate files with all ballots and recommendations must be submitted to the Office of the Provost by no later than the following May 1. Under normal circumstances, professional-track faculty promotions are effective August 16 of the next academic year. Each unit should publish a calendar of unit-specific deadlines and ensure that these deadlines are communicated to candidates well in advance.

Compiling the File. A candidate and the academic unit should follow unit and UCPTF guidelines for compiling files. The record of teaching, research, and service shall be thoroughly documented, as prescribed in the UCPTF guidelines. As appropriate for the candidate's distribution of effort, the unit is responsible for providing a synthesis of evaluations of the candidate's teaching performance and/or, if applicable, obtaining three to five evaluations of the candidate file from eligible reviewers outside of the University of South Carolina system. The unit professional-track faculty committee is additionally responsible for assuring that the correct criteria are used and that the file is assembled in a manner consistent with UCPTF guidelines.

Notice of Unit Professional-track Committee Meeting. The dean and the department chair or other appropriate administrator shall be notified by the unit professional-track faculty committee chair of the pending meeting of the committee. However, any administrator who will be making an administrative recommendation in a promotion case shall not attend the meeting or participate in the discussion at which the case is considered by the unit professional-track faculty committee unless invited by the committee chair.

Voting. Each unit shall apply its criteria and procedures to determine whether a candidate qualifies for promotion. The unit professional-track faculty committee, if required by unit procedure, shall vote on the promotion recommendation. The faculty of the unit may decide to vote on the adoption of the committee recommendation for promotion, following any voting eligibility requirements established in unit criteria. In general, voting shall be by faculty of rank higher than the candidate

and shall be by secret ballot. Any otherwise eligible faculty member who has a conflict of interest or a family or other close personal relationship with the candidate that could affect their objectivity shall not vote or otherwise participate in the process. Each member eligible to vote shall vote “yes” or “no” or “abstain.” Whether an abstention vote counts towards the total votes for candidates in determining an appropriate majority shall be decided at the unit level. A record of the votes is made in all instances and must be forwarded through appropriate channels. Written justification of all votes at the unit level shall be mandatory and shall state specifically how the candidate meets or does not meet the unit’s criteria.

Notification. A candidate will be notified in writing of the unit’s recommendation.

Affirmative Recommendations at the Unit Level. A candidate’s file will be sent forward if the unit recommends promotion.

Negative Recommendations at the Unit Level. Upon written request of a candidate dissatisfied with any negative decision on promotion by the unit, the unit shall send that candidate’s file through all appropriate channels for endorsement to the provost for appropriate action. Failure to recommend a candidate favorably for promotion is without prejudice with respect to future consideration. Unit criteria should state procedures for recourse for any candidate dissatisfied with any negative decision. After the decision by the Provost, candidates dissatisfied with the decision regarding promotion may submit an appeal to the University Faculty Appellate Panel.

Recommendation of Unit Administrators. Recommendations from the unit professional-track faculty committee and the faculty as a whole, if required in the unit procedures, including the recording of votes and ballot justifications, are forwarded to the department chair or other appropriate administrator. The department chair or other appropriate administrator shall vote “yes” or “no” or “abstain” and shall forward their vote with written justification, along with all other recommendations, statements, and endorsements to the dean. Department chairs or other administrators who choose to vote on promotion cases as members of their respective committee may not then make further recommendations on cases at other points in the process. In other words, individuals are allowed to influence outcomes at only one point in the process.

Review by Provost. Promotion is recommended by the dean and approved by the Executive Vice President for Academic Affairs and Provost. The Provost’s approval is final.

8. ANNUAL REPORT

The Provost shall report annually to the General Faculty the results of the promotion process for professional-track faculty. The report shall contain statistics that show the total number and percentage of applications for promotion that were successful and unsuccessful at each category of title and rank, and the percentage of agreement between the provost’s, deans’, chairs’, and unit faculties’ recommendations in promotion decisions.