

Pratt Institute Department of Mathematics and Science

# Peer Review Committee Handbook

*Handbook* approved by the PRC 25-March-2026

*Handbook* and included *Standards* are to be used

for Faculty Action applications

received in Fall 2026

# Table of Contents

<b>What is this Handbook for?</b>	<b>2</b>
What does the PRC do?	2
How the PRC makes its decisions	3
How this Handbook evolves	3
<b>Peer Review Committee Procedures</b>	<b>4</b>
Modification of the PRC Procedures	5
<b>Peer Committee Mission, Roles &amp; Duties</b>	<b>6</b>
PRC Mission	6
Elected Members of the PRC	6
PRC Chairperson	6
Non-standing Peer Committee Members	8
<b>Faculty Requests for Action: Reappointment, Promotion, and Tenure</b>	<b>8</b>
Receiving Requests for Action	8
Formation of Faculty Action Committees	9
Response Letters and the Subsequent Administrative Review Process	10
<b>Nominations for Emeritus Status</b>	<b>12</b>
<b>Appendices:</b>	<b>14</b>
Appendix 1, Definition of Terms	14
Appendix 2, Full-Time Standards	15
Appendix 3, Part-Time Standards	19
Appendix 4, Applications to the PRC	24
Appendix 5, Assembling a Teaching Portfolio	27

# What is this *Handbook* for?

This Handbook is designed to provide members of the Pratt Institute Department of Mathematics and Science with comprehensive information about the constitution of the *Peer Review Committee* (PRC), what work the PRC does, and how the PRC completes this work.

## What does the PRC do?

The PRC is empowered under Article XVI of the Collective Bargaining Agreement to:

1. Develop *Standards* for **promotion** of all faculty and **reappointment** and the awarding of **tenure** to full-time faculty;
2. Receive applications for **promotion, reappointment, and tenure** (generically called “requests for action”);
3. Establish and follow procedures for evaluating each application for **promotion, reappointment, and tenure**;
4. Write a letter in response to each application (a “response letter”), which is forwarded to the Department Chairperson along with the faculty member’s application (the applicant’s “packet”, which also includes any letters of recommendation and will eventually include response letters from the Department Chair, Dean, and Provost).
5. Make recommendations to the Department Chair on nominations for Faculty Emeritus status.

In our department, evaluation of applications for **promotion, reappointment, and tenure** includes consideration of the applicant’s packet (see **Appendix 4, Applications to the PRC**), course evaluations, and sometimes professional letters of recommendation. The current PRC will also consider materials generated by previous PRC’s in response to earlier requests from the applicant (*response letters* and *advisory letters*, see below).

In addition to its *response letter* delivered to the department chair, the PRC as a committee writes a confidential *advisory letter* in response to each application. In the case that an applicant is recommended by the current PRC for a particular action, the *advisory letter* may provide an assessment of the strengths and weaknesses of the applicant’s current achievement. It may also provide suggestions to guide the future work and achievement by the applicant. In the case that an applicant is not recommended by the current PRC for a particular action, the *advisory letter* serves to provide a frank assessment of why the application was not supported and what future work and achievements by the applicant would merit recommendation by the current PRC. *Advisory letters* are shared only with the PRC (current and future) and the applicant; they are never shared with any level of the administration.

The PRC maintains a digital archive of all PRC-authored letters (advisory and response) and formal Peer Observation materials created by past PRCs; this archive must be updated by the current PRC chair and passed on to future PRC chairs. This archive is confidential and elements

of this archive may only be shared with future PRC members when relevant to current requests for action.

## How the PRC makes its decisions

The PRC is a democratically-constituted body wherein each elected member has an equal voice in all decisions (except where there is a conflict of interest, see the **Peer Review Committee Procedures** below). Whenever possible the PRC seeks to make decisions based on a consensus process, avoiding making decisions that enjoy support from only a marginal majority. In the case that a decision must be made and consensus cannot be reached, the will of the majority should be respected. In such cases the entire committee should stand in support of the decision, regardless of whether particular PRC members agree or disagree with this decision. Members of the PRC are elected by their peers, and while they need not (and in regard to requests for reappointment / promotion / tenure should not) poll this constituency when making decisions, PRC members should always keep in mind that they are elected to promote the interests of the collective department faculty and the overall mission of the department.

The PRC chair is charged with effectuating the established procedures and actions of the PRC. In this capacity it is sometimes necessary for the chair to make judgment calls about how to properly run the PRC. However, it is always preferable for the PRC chair to seek the input of standing PRC members before making particular decisions about how to deal with PRC responsibilities.

It is the right of the PRC to make modifications to this *Handbook* and the *Standards* it contains as well as to propose amended *Procedures* for faculty approval (see below). Whenever possible, the PRC should seek input and feedback from department faculty before making or proposing substantive changes to any component of this *Handbook*.

## How this *Handbook* evolves

Each standing *Peer Review Committee* may modify any part of this *Handbook* in order to improve the workings of the PRC. Sections should be modified or added to make the work of the PRC more transparent, efficient, and fair. Modification of this *Handbook* should also ensure that the work of the PRC remains aligned with the mission of the Department of Mathematics and Science, which may also evolve over time.

All parts of this *Handbook* may be modified by a consensus vote of the PRC, with one exception. *Procedures* may only be changed by the majority vote of the faculty at large (see below, **Modification of the PRC Procedures**). Changes to this *Handbook* should only be made during the late Fall or early Spring semesters when the faculty at large can be informed of changes well before the ARPT action period at the beginning of the subsequent Fall semester.

# Peer Review Committee *Procedures*

(approved as of 2021-11-22)

*The following rules are agreed upon for the operations of the Mathematics and Science Department's Peer Review Committee:*

1. Five elected members from the full-time and part-time faculty shall comprise the department's peer review committee (PRC). Ideally, the committee should be representative of the full breadth of Mathematics and Science's full- and part-time faculty;
2. All faculty with three (or more) years of service in the department are eligible to submit their names for election, and serve on the PRC;
3. PRC elected terms are for two years; terms begin April 15th and end April 14th two years later. Faculty may serve as many terms or successive terms as they are duly elected for;
4. Nominations for service on the PRC shall be conducted before the end of March. Anyone may nominate (or self-nominate) an applicant by sending an email to the standing PRC chair. Elections shall be conducted by secret ballot before April 15th;
5. The standing PRC is charged with distributing ballots and statements from each applicant (up to one page, explaining applicant interest and qualifications to serve) to each faculty member who has taught at least one credit hour in the past two years. Each faculty vote is equally weighted, regardless of course load, status, or rank;
6. Before the end of the Spring semester, the elected PRC will select a chairperson who will act as the liaison between the PRC, the faculty, and the department chairperson. *If a chairperson must step down due to unforeseen circumstances, the PRC can select a new chair to complete the remainder of the term. PRC chairs may serve as many terms or successive terms as they are duly elected for;*
7. Any faculty member wishing to apply for any ARPT action should not submit their name for election as PRC chairperson, or if elected, should step down from service as the standing PRC chairperson during the year in which their application for ARPT action is being reviewed. ARPT actions include change in rank, change in status, and applications for reappointment;
8. The PRC chair shall remove members of the PRC from the committee reviewing an applicant if:
  - a. the member of the PRC is the applicant under consideration; or
  - b. the applicant is a family member or partner; or
  - c. the applicant has higher seniority in rank (but not status) or equal rank with fewer years of service. The intention of this guideline is to prevent PRC members from reviewing the applications of colleagues who might later be responsible for reviewing an analogous application from the sitting PRC member; or
  - d. if any other conflict of interest prevents fair assessment of the applicant.

9. If fewer than three standing PRC members are available to review a given application, the PRC chairperson may ask senior faculty members to serve as reviewers for that particular application.
10. To ensure that all faculty receive adequate feedback and that all decisions are substantiated, the PRC chair is charged with assuring that all letters produced by the PRC directly address the established PRC standards. This duty remains even if the chair recuses themselves from the review of a particular applicant. In such a case, the chair should require that the standing committee write a letter that addresses the standards, but may not question the decision of the committee.

## Modification of the PRC *Procedures*

Because the *Procedures* that govern the Mathematics & Science Peer Review Committee define how this committee is constituted, they may only be changed by a vote of the full standing faculty. Any changes in the *Procedures* should be proposed by the PRC after the committee has completed its work on ARPT actions in the Fall, and should leave adequate time for dialogue with the faculty at large. All active faculty (defined as those who have taught at least one credit hour in the past two years) will be provided with the opportunity to either accept or reject the proposed new *Procedures*. These will only be amended by the consent of a majority of voting faculty (each faculty vote is equally weighted, regardless of course load, status, or rank).

---

# Peer Committee Mission, Roles & Duties

## PRC Mission

The mission of the Department of Mathematics and Science Peer Review Committee (PRC) is to:

- ★ establish, maintain, and distribute Departmental *Standards* of eligibility, fitness and evaluation for faculty appointment, reappointment, promotion and tenure (ARPT);
- ★ apply the Departmental Standards and utilize evaluation of teaching, scholarly, and/or service accomplishments to make recommendations to the Department Chair on individual faculty ARPT requests;
- ★ provide peer feedback which is relevant to career advancement and faculty performance in conjunction with the recommendation to the Department Chair;
- ★ make recommendations to the Department Chair on nominations for Faculty Emeritus status.

For ARPT actions, the PRC interprets the *Standards*, acting with sensitivity to the mission and needs of the Department, the School of Liberal Arts and Sciences, and the Institute, as its recommendations will be considered at all levels.

## Elected Members of the PRC

As described above in the *Procedures*, elected members of the PRC are elected for two-year terms running from May through April. During their term, elected members of the committee will:

- ★ become familiar with this document, with particular emphasis on the Standards applied to each ARPT application, and to act as a point of contact for department faculty who may apply for an ARPT action;
- ★ participate in the process of reviewing ARPT applications submitted to the PRC, including the writing of a response letter to the department chair and the applicant, and an advisory letter to the applicant;
- ★ attend regular scheduled PRC meetings where the departmental ARPT process is assessed and -- if necessary -- amended; and
- ★ help facilitate fair elections for open PRC elected member positions.

## PRC Chairperson

The chair of the PRC is elected yearly by the members of the PRC after each member election cycle held in April (see *Procedures* above). The chair should be elected before the end of May. The chair of the PRC will:

- ★ convene the PRC at an early date in the Fall semester to schedule applicant due dates and organize committee workflow;
- ★ communicate to all departmental faculty the schedule, process, and standards for ARPT applications and peer observations, and the timeline for Emeritus nominations;
- ★ update the Faculty Union, department chair, the Dean of the School of Liberal Arts and Sciences, and Provost on the *Procedures and Standards* that will govern each year's ARPT application process, and assure that Pratt's Interfolio ARPT tool includes an up-to-date link to the current *Procedures and Standards* on the Faculty Union website;
- ★ function as the departmental administrator within Pratt's Interfolio ARPT tool (i.e., the person with the ability to establish electronic workflow, assure that ARPT templates are current and accessible, establish the PRC's deadline within Interfolio, and troubleshoot other Interfolio tasks relevant to routing an application to the PRC or to the department chair)
- ★ oversee the ARPT application process: maintaining the workflow and application template(s) in Pratt's Interfolio system; receiving applications and **coordinating** letters of recommendation (if applicable to the application at hand) via Interfolio; distributing the complete application packet to the committee via Interfolio; and convening PRC committees to discuss applications;
- ★ decide when PRC members need to be given access to response and/or advisory letters generated by previous requests for action by a given current applicant .
- ★ oversee the production of letters to the department chair and applicant in response to each ARPT action requested, assuring that these letters address the *Standards* for each action;
- ★ solicit CVs and oversee the production of letters to the department chair regarding nominations for Emeritus status;
- ★ deliver ARPT response letters to chair, applicant and union leadership via Pratt's Interfolio system, making sure to redact other confidential material generated by the PRC (e.g., any record of PRC member deliberation on an applicant's packet);
- ★ deliver advisory letters to the applicant (as appropriate);
- ★ provide all new hires with a copy of this *Handbook* and information on the *Collective Bargaining Agreement*;
- ★ assess how the ARPT process is proceeding during the year and initiate dialogue within the PRC to fix any problems that arise and/or to make overall improvements;
- ★ be in dialogue with Union leadership and maintain up-to-date understanding of the *Collective Bargaining Agreement*<sup>1</sup>;
- ★ serve as the liaison of the PRC to members of the administration, including the department chair, the Dean of the School of Liberal Arts and Sciences, and the Provost; and
- ★ maintain electronic resources relevant to PRC function, including an archive of past PRC-produced letters, ARPT template(s) within Interfolio that can be viewed by departmental faculty, and an online presence accessible to all PRC members which includes the PRC calendar, the current CBA, and this *Handbook*.

---

<sup>1</sup> UFCT Collective Bargaining Agreement available at <https://www.pratt-union.org/documents>

## Non-standing Peer Committee Members

When fewer than three elected members of the PRC can review a given application, the PRC chair will appoint an appropriate *non-standing peer committee member* to that applicant's *Faculty Action Committee* (see below). This non-standing member is tasked solely with the review of a particular application. During this review process, the non-standing committee member will:

- ★ become familiar with this document, with particular emphasis on the *Standards* applied to each ARPT application; and
- ★ participate in the process of reviewing ARPT applications of particular applicants to which the non-standing member has been assigned, including the writing of review letters to both the department chair and the applicant.

## Faculty Requests for Action: Reappointment, Promotion, and Tenure

### Receiving Requests for Action

In the first week of each academic year, the chair of the PRC will announce, in the form of a letter to all department faculty, the onset of the Faculty ARPT season. This letter will include this Handbook, which includes the current Academic Year ARPT standards, will provide guidelines for submission via Interfolio of the ARPT application (also known as a “*request for action*”), and will provide the deadline by which the PRC should receive ARPT applications via Interfolio. This letter may also provide details of the Institute Faculty Action calendar which is produced by the Office of the Provost, and which also includes deadlines for non-ARPT actions such as sabbatical applications. Finally, the letter will also ask that faculty who are considering ARPT application identify themselves to the PRC chair so that the appropriate review committees can be formed, Interfolio workflow can be established, and (as necessary) letters from external evaluators can be solicited as soon as possible.

After receiving a *request for action* from a faculty applicant, the PRC chair will configure Interfolio to accept an application from the applicant, and upon receipt of this application, will assemble an *application dossier* for review by the PRC. A complete *application dossier* will contain:

1. The faculty applicant's complete application, which the applicant will upload to Interfolio (see **Appendix 4, Applications to the PRC** and **Appendix 5, Assembling a Teaching Portfolio**);
2. *Response* and *Advisory* letters generated by *Faculty Action Committees* (see below) in response to past applications (will not apply to first-time applicants);

3. **Student evaluations—collected by Institute administration and uploaded by the PRC chair**—of all courses taught by the applicant over the previous four actively taught semesters; and
4. External letters of recommendation (*required* for some applications and *optional* if not explicitly required; please see the *Standards* that apply to your Faculty Action request). The solicitation of letters in support of Full-Time Tenure and Part Time Adjunct CCE status are required in Section 16.3 of the CBA; **for these actions, the procedure for soliciting these letters is fully described within Appendix 2 and Appendix 3 alongside the relevant Tenure and CCE criteria.**

Please note the requirement for student evaluations in item #3 above. We emphasize that **student** evaluations are coordinated by the Institute, not the PRC. The PRC will not consider an application for Faculty Action without a portfolio of student observations.

Please note that #2 will not be included in application packet forwarded to the Department Chair, Dean, Provost, and the Board of Trustees (in other words, administrative reviewers will have access to #1, #3, and #4). Applicants who wish that this PRC-retained material be considered throughout the process should make these materials part of the formal application (#1).

## Formation of *Faculty Action Committees*

Review of each application dossier is conducted by *Faculty Action Committees* (FAC's). FAC's for each applicant are composed as follows:

1. The default FAC is composed of all standing members of the PRC; then
2. As necessary, standing PRC members are removed from the FAC as per the conflict-of-interest criteria defined in Provision 8 of the *Procedures* (see above); then
3. The PRC Chair considers workload allocations for *part-time* faculty members of the standing PRC, offering recusal if workload on other reviewing committees is judged to be excessive; then
4. As necessary, non-standing PRC members are asked to serve on the FAC as per Provision 9 of the *Procedures* (see above).

Ideally, FAC's should be composed of five members. However, FAC's composed of only four or as few as three members are permitted. Applicants can notify the PRC chair at the time of application if the applicant believes that any member of the department should be excluded from the FAC. Such requests should be rare and accompanied by clear evidence that bias or other forms of conflict-of-interest prevent a given standing or non-standing member of the PRC from rendering fair judgment on the merits of the application. Exclusion of a particular faculty member from the FAC is at the discretion of the PRC Chair and should only be done based on clear and compelling evidence.

## Response Letters and the Subsequent Administrative Review Process

The PRC Chair distributes the *application dossier* to the appropriate FAC and arranges for a time for all members of that FAC to sit and review the evidence presented in that application. Based on a comparison of evidence presented to the appropriate *Standards* (see below), the FAC will decide whether or not to recommend the requested *faculty action*. In the case that the members of the FAC cannot reach consensus, a recommendation can only be issued with the support of a majority of FAC members, which translates to:

- Support from two out of three members of a three-member FAC (66% support); or
- Support from three out of four members of a four-member FAC (75% support); or
- Support from three out of five members of a five-member FAC (60% support).

After the FAC writes its *response letter* (see **What does the PRC do?** above), a complete application package is forwarded, via Interfolio, to the Chair of the Mathematics & Science Department. This package includes:

1. The faculty applicant's complete application (see **Appendix 4, Applications to the PRC**).
2. Letters of recommendation (required for some applications, optional for others; please see the *Standards* that apply to your Faculty Action request.) *Section 16.3 of the Collective Bargaining Agreement dictates how such letters are solicited for Full Time Tenure and Adjunct CCE applications.*
3. The FAC's *response letter*.

Please note that the FAC's assessment of such material in the application that is relevant to the standards for promotion per Appendices 2 and 3, and sufficient to reach its decisions—whether or not listed above—will be included in the *response letter*.

After the FAC has rendered its decision, the applicant will promptly receive an *advisory letter* and, via Interfolio, a copy of the response letter that was forwarded to the Department Chair. *Advisory letters* are not sent by Interfolio. Applicants who wish to clarify anything written in the *advisory* or *response letters* should email the PRC Chair with a list of questions. The PRC Chair may either answer these questions directly or convene the applicant's FAC to respond to the inquiry.

Upon receipt through Interfolio, the Department Chair will review the complete application package and write a letter that recommends either rejection or approval of the faculty action request. In agreeing or disagreeing with the PRC's response letter, the Department Chair should make specific reference to the *Standards*, as these remain the ultimate criteria by which the applicant's achievements should be judged<sup>2</sup>. The Department Chair's written recommendation is

---

<sup>2</sup> Administrators can invoke an additional criterion for assessing a recommendation: whether or not adequate courses are available should the applicant be approved for a given action. This criterion is rarely invoked and if invoked capriciously is grounds for a union grievance.

attached to the complete application package and forwarded to the Dean via Interfolio; Interfolio will route a copy of the Chair's letter to the applicant.

If an applicant wishes to clarify and/or contest anything written in the Department Chair's letter, that applicant is entitled by the Collective Bargaining Agreement to "append and affix" a written statement<sup>3</sup> to the application package via Interfolio. Note: Append and affix does not apply to the PRC's recommendation of action to the Chair.

The Dean will review the complete application package and write a letter that recommends either rejection or approval of the faculty action request. In agreeing or disagreeing with the PRC's *response letter*, the Dean should make specific reference to the *Standards*, as these remain the ultimate criteria by which the applicant's achievements should be judged<sup>4</sup>. The Dean's written recommendation is attached to the complete application package and forwarded to the Provost via Interfolio; Interfolio will route a copy of the Dean's letter to the applicant.

If an applicant wishes to clarify and/or contest anything written in the Dean's letter, that applicant is entitled by the Collective Bargaining Agreement to "append and affix" a written statement to the application package via Interfolio (see footnote 3).

The Provost will review the complete application package and write a letter that recommends either rejection or approval of the faculty action request. In agreeing or disagreeing with the PRC's response letter, the Provost should make specific reference to the *Standards*, as these remain the ultimate criteria by which the applicant's achievements should be judged<sup>5</sup>. The Provost's written recommendation is attached to the complete application package and forwarded via Interfolio to the Board of Trustees. Interfolio will route a copy of the Provost's letter to the applicant.

If an applicant wishes to clarify and/or contest anything written in the Provost's letter, that applicant is entitled by the Collective Bargaining Agreement to "append and affix" a written statement to the application package (see footnote 3).

The Board of Trustees meet and render a decision for each application for *faculty action*. It is important to note that the decision of the Board of Trustees, if founded on capriciousness, can be grieved.

---

<sup>3</sup> Additional guidance on "append and affix" appears in Article 16 of the Collective Bargaining Agreement. Consult the CBA for details ( <https://www.pratt-union.org/documents> ).

<sup>4</sup> Administrators can invoke an additional criterion for assessing a recommendation: whether or not adequate courses are available should the applicant be approved for a given action. This criterion is rarely invoked and if invoked capriciously is grounds for a union grievance.

<sup>5</sup> Administrators can invoke an additional criteria for assessing a recommendation: whether or not adequate courses are available should the applicant be approved for a given action. This criteria is rarely invoked and if invoked capriciously is grounds for a union grievance.

# Nominations for Emeritus Status

Retired members of the Pratt faculty who held tenure at the time of their retirement in good standing are eligible for nomination to emeritus/emerita faculty status. Tenure for the purposes of this emeritus/emerita policy includes both full-time tenure and the certificate of continuous employment.

This is an honorary title intended to recognize meritorious faculty service to the Institute. Normally nominations to emeritus/emerita status will be considered in the year following the faculty member's retirement or in any year thereafter.

Emeritus/emerita nominations may be offered by any member of the current tenured faculty or by a department chair or dean. In addition, the Provost will routinely review all recent retirements of tenured faculty and nominate qualified individuals for emeritus/emerita status.

Emeriti applications differ from the other ARPT actions: The process begins with a nomination letter for a retired faculty made by another faculty member, PRC, Chair, Dean, or other community members. *The faculty in question DOES NOT participate in initiating the application or the case within Interfolio.* Once a nomination is made, it will be presented for review and recommendation by the PRC, followed by the Department Chair, the SLAS Dean, and then forwarded to the Provost. With the Provost's approval, reflecting consultation with the president, the nomination will be presented to the Academic Affairs committee of the Board, and then to the Board of Trustees. Conferral of emeritus/emerita status may be made only by the Board of Trustees.

Upon receipt of a nomination, the PRC Chair will open a case for the nominee using the Provost-provided Emeriti application template in Interfolio, and will include the letter of nomination and an up to date CV for the nominee. (The PRC Chair may need to reach out to the retired faculty member to get an updated CV).

From there, the case does go through all of the same steps for all of the ARPT faculty actions as dictated by the CBA. Additionally, emeriti nominations can occur at any step, meaning the case would may be opened at the Dean or Provost step, and would require review by the PRC later in the faculty actions timeline. Furthermore, append and affix is not part of the emeriti faculty action process.

Emeritus/emerita status is intended to recognize those members of the tenured faculty who have served Pratt Institute with distinction. The criteria for conferral may include: excellence in teaching; distinguished professional achievement; outstanding service to the Institute and/or to society; and special contributions to the advancement of Pratt Institute, its students and/or alumni.

# Appendices:

## Appendix 1, Definition of Terms

There are two terms that apply to full-time and part-time faculty appointments: **Status** and **Rank**:

1. **Status**—indicates a faculty member’s employment level, with bearing on the number of courses that a faculty member can teach as well as service obligations [c.f., CBA Sections 20.2 and 20.11-12]. At Pratt Institute, status titles include:
  - a. **Visiting**: Part-time teaching load. [CBA 20.11(d): “Assignment of courses for Visiting faculty shall be made by the Administration in its discretion.”]
  - b. **Adjunct**: Part-time teaching load, with greater expectations for minimum workload, including service. [See CBA 20.11-12].
  - c. **Adjunct w/CCE** (*Certificate of Continuous Employment*): CCE is adjunct tenure status. [See CBA 28.3] .
  - d. **Full-Time [tenure-track]**: Typically, the full-time tenure-track faculty member “*will be formally reviewed for reappointment in the third and fifth year and for tenure in the seventh year*” [CBA 16.6]. However, “*each two years of prior full-time faculty service at an accredited college or university shall be credited as equivalent of one year full-time service at Pratt Institute for purposes of eligibility for tenure to a maximum of two years full-time service at Pratt*” [CBA 28.4].
  - e. **Full-Time [tenured]**: Typically, “*full-time faculty members who have served in a continuous manner for a probationary period of seven (7) years shall be reappointed for an eighth year with tenure or shall receive a terminal contract*” [CBA 28.4].
2. **Rank**—indicates a faculty member’s academic level. There are four ranks at Pratt Institute: **Instructor**, **Assistant Professor**, **Associate Professor**, and **[Full] Professor**.

An upgrade in employment level is referred to as a **Status Change** or **Change in Status**. An upgrade in rank is referred to as a **Promotion**.

Definitions are consistent with the UFCT Collective Bargaining Agreement.

## Appendix 2, Full-Time Standards

Standards of Eligibility, Fitness and Evaluation for Full-time Faculty (Criteria for promotion, change of status, reappointment and tenure)

### **Criteria and Standards of Evaluation for Reappointment, Promotion and Change of Status: FULL-TIME applicants**

The PRC interprets the general criteria of merit listed here, acting with sensitivity to the mission and needs of the Department, the School of Liberal Arts and Sciences, and the Institute, as its recommendations will be considered at all levels. The following is being made publicly available for discussion and use in making decisions regarding promotion and tenure within the FULL-TIME ranks.

Simultaneous applications for Promotion and Status Change are permitted.

#### *I. Criteria for Reappointment (third and fifth year of Tenure-Track status):*

- 1. Possession of a Ph.D. degree or its terminal equivalent in a field relevant to the mission of the department (e.g. D.Sc., D.Eng.).**

**and**

- 2. Demonstration of progress towards teaching excellence.** A successful applicant for tenure-track reappointment will have a record of progress toward teaching excellence. Please see *Appendix 5, Assembling a Teaching Portfolio* for more guidance on how to demonstrate teaching excellence.

**and**

- 3. Evidence of progress towards envisioning and developing a body of scholarship.**

Examples include but are not limited to:

- Professional development such as participation in sponsored workshops in area of research expertise
- Development of a public mathematics and/or science initiative
- Active involvement in projects, publications, or other public work with collaborators within or beyond the mathematics & science disciplines
- Scholarly communication at conferences, workshops or professional publication in applicant's field of research
- Establishing a research agenda
- Submission of grant applications

**and**

4. **Evidence of engagement with opportunities for service on behalf of the Institute.** A successful applicant for promotion tenure-track reappointment will have become involved in service on academic committees (department or school or institute level) and/or involvement in Institute activities (searches and/or any assistance with department or school or Institute projects, programs and events). *Public service and public outreach can supplement, but not replace, service on behalf of the Institute.*

## *II. Criteria for Promotion from Assistant to Associate Professor (Full-Time Status):*

1. **Possession of a Ph.D. degree or its terminal equivalent in a field relevant to the mission of the department (e.g. D.Sc., D.Eng.).**

**and**

2. **Demonstration of ongoing progress towards teaching excellence.** A successful applicant for promotion to Associate Professor will normally be expected to have four to six years of progress toward teaching excellence at the Assistant Professor rank. Please see *Appendix 5, Assembling a Teaching Portfolio* for more guidance on how to demonstrate teaching excellence.

**and**

3. **Evidence of scholarly achievements, as well as continued progress towards establishing a coherent body of scholarship.** Examples include but are not limited to:
  - Professional development such as participation in sponsored workshops in area of research expertise
  - Coordination and implementation of a public mathematics and/or science initiative
  - Completion of projects, publications, or other public work with collaborators within or beyond the mathematics & science disciplines
  - Scholarly communication at conferences and workshops
  - Professional publication in applicant's field of research
  - Establishing and pursuing a research agenda
  - Funding of research through grants or other external sources

**and**

4. **A record of service on behalf of the Institute.** A successful applicant for promotion to Associate Professor will have a record of service on academic committees (department or school or Institute level) and involvement in Institute activities (searches and/or any assistance with department or school or Institute projects, programs and events). *Public*

*service and public outreach can supplement, but not replace, service on behalf of the Institute.*

### **III. Criteria for Promotion from Associate to Full Professor (Full-Time Status):**

1. **Demonstration of ongoing teaching excellence.** A successful applicant for promotion to Full Professor will normally be expected to have four to six years of ongoing teaching excellence at the Associate Professor rank. Please see *Appendix 5, Assembling a Teaching Portfolio* for more guidance on how to demonstrate teaching excellence.

**and**

2. **Continued scholarly achievements while serving at the Associate Professor rank.**

Examples of achievements include but are not limited to:

- Body of publications in peer-reviewed scientific journals and scholarly work of recognized distinction
- Presentation of papers at conferences and/or seminars
- Coordination and implementation of a public mathematics and/or science initiative
- Completion of projects, publications, or other public work with collaborators within or beyond the mathematics & science disciplines
- Publications in conference proceedings
- Other published written materials either by or about the applicant
- Awards and any other evidence of professional achievements
- Outside of Institute recognition
- Funding of research through grants or other external sources
- Supervision of undergraduate or graduate students on research projects
- Supervision of postdoctoral researchers

**and**

3. **A record of service at all levels on behalf of the Institute.** A successful applicant for promotion to Full Professor will have a record of service on academic committees (department and school and Institute level) and involvement in Institute activities (searches and/or any assistance with department or school or Institute projects, programs and events). *Public service and public outreach can supplement, but not replace, service on behalf of the Institute.*

### **IV. Criteria for Change in Status from Tenure-Track (Non-Tenured) to Tenured (must be filed IN or BEFORE the seventh year of Full-Time employment):**

1. **Achievement of Associate Professor rank (or concurrent application for promotion to Associate Professor rank).**

**and**

2. **Demonstration of a consistent commitment to working alongside colleagues to identify and meet departmental needs.**

**and**

3. **Provision of evidence which suggests that the applicant possesses the capability and drive to potentially meet the criteria for promotion to Full Professor, inclusive of demonstration of progress toward teaching excellence, continued scholarly achievement, and service.**

**and**

4. **Inclusion of at least three professional letters of recommendation, by qualified peers external to the Institute, which attest to aspects of points 2 and 3 above.**

Applications for Tenure shall include at least three external letters of recommendation from reviewers who can speak to dimensions of the applicant's teaching and/or scholarship and/or service, ideally in connection with criteria 2-3 listed above. We encourage the candidate to consider who, among their colleagues external to the Institute, would be willing and able to write candidly and confidentially.

The procedure that shall be followed for soliciting external letters is described here:

Consistent with CBA 16.3, the applicant shall provide the PRC chair, in writing, with a list of at least two such reviewers who the PRC chair can pass along to the SLAS Dean. Further, the PRC chair shall engage in conversation with the Department Chair and SLAS Dean in regard to other potential reviewers.

Given the very likely chance that the Department Chair, SLAS Dean, and PRC Chair may be outside of the applicant's own field of scholarship, it is strongly recommended that the applicant engage in conversation with the PRC Chair prior to finalizing their written list of reviewers.

The PRC Chair shall bring to a conversation with the Department Chair and SLAS Dean a proposal for additional reviewers who are personally acquainted with the applicant and/or their scholarly impact, and who are likely to be able to speak effectively to the Tenure criteria.

**In accordance with CBA 16.3, no fewer than three outside letters shall be solicited, and *'at least one and no more than two will be from external reviewers proposed by the faculty applicant'*; the remaining reviewer(s) shall be selected, in conversation**

**with the SLAS Dean and Department Chair, from the names proposed by the PRC Chair.**

Upon selection, the SLAS Dean shall establish contact with each selected reviewer. Once the reviewers report to the Dean their willingness to provide a timely letter of recommendation, the PRC Chair shall reach out with our Criteria as well as instructions for delivering their letter by the appropriate date on the Faculty Action Calendar.

**It is strongly recommended that the tenure applicant prepare an up-to-date CV for distribution to the reviewers, if requested. *The PRC will share no other materials from the candidate's application with the letter writers.***

Letters shall not be shared with the applicant, but shall be considered alongside the applicant-provided materials in the PRC's evaluation. The outside letters shall accompany the candidate's materials and the PRC's letter as it moves forward to administrative review.

---

## Appendix 3, Part-Time Standards

Standards of Eligibility, Fitness and Evaluation for Part-time Faculty (Criteria for promotion, change of status, reappointment and tenure)

### **Criteria and Standards of Evaluation for Promotion and Change of Status: PART-TIME applicants**

The PRC interprets the general criteria of merit listed here, acting with sensitivity to the mission and needs of the Department, the School of Liberal Arts and Sciences, and the Institute, as its recommendations will be considered at all levels. The following is being made publicly available for discussion and use in making decisions regarding promotion and status within the PART-TIME ranks.

Simultaneous applications for Promotion and Status Change are permitted.

#### *I. Criteria for Promotion from Instructor to Assistant Professor (Part-Time)*

- 1. A graduate degree, or equivalent professional distinction appropriate to the discipline, in a field relevant to the mission of the department.**

**and**

- 2. Demonstration of progress towards teaching excellence.** A successful applicant for Assistant Professor will normally be expected to have four to six semesters of progress towards teaching excellence at the Instructor level. Please see *Appendix 5, Assembling a Teaching Portfolio* for more guidance on how to demonstrate teaching excellence.

**and**

- 3. Evidence of scholarly achievements.** Examples include but are not limited to:
  - Professional development such as participation in sponsored workshops in area of research expertise
  - Development of a public mathematics and/or science initiative
  - Active involvement in projects, publications, or other public work with collaborators within or beyond the mathematics &

**or 3. Evidence of engagement with opportunities for service on behalf of the Institute.**

A successful applicant for Assistant Professor (Visiting or Adjunct Status) will have become involved in service on academic committees (department or school or Institute level) and/or involvement in Institute activities (searches and/or any assistance with department or school or Institute projects, programs and events). *Public service and public outreach can supplement, but not replace, service on behalf of the Institute.*

- science disciplines
- Scholarly communication at conferences and workshops
- Professional publication in applicant's field of research
- Establishing a research agenda
- Submission of grant applications

## *II. Criteria for Promotion from Assistant to Associate Professor (Part-Time)*

1. **A graduate degree, or equivalent professional distinction appropriate to the discipline, in a field relevant to the mission of the department.**

**and**

2. **Demonstration of ongoing progress towards teaching excellence.** A successful applicant for Associate Professor will normally be expected to have four to six years of years of progress toward teaching excellence at the Assistant Professor rank. Please see *Appendix 5, Assembling a Teaching Portfolio* for more guidance on how to demonstrate teaching excellence.

**and**

3. **Evidence of continuing scholarly achievements.** Examples include but are not limited to:
  - Professional development such as participation in sponsored workshops in area of research expertise
  - Coordination and implementation of a public mathematics and/or science initiative
  - Completion of projects, publications, or other public work with collaborators within or beyond the mathematics & science disciplines
  - Scholarly communication at
- or** 3. **A record of continuing service on behalf of the Institute.** A successful applicant for promotion to Associate Professor will have a record of service on academic committees (department or school or Institute level) and/or involvement in Institute activities (searches and/or any assistance with department or school or Institute projects, programs and events). *Public service and public outreach can supplement, but not replace, service on behalf of the Institute.*

- conferences and workshops
- Professional publication in applicant's field of research
- Establishing a research agenda
- Submission of grant applications

### *III. Criteria for Promotion from Associate to Full Professor (Part-Time)*

1. **A graduate degree in a field relevant to the mission of the department.**

**and**

2. **Demonstration of ongoing teaching excellence.** A successful applicant for promotion to Full Professor will normally be expected to have four to six years of ongoing teaching excellence at the Associate Professor rank. Please see *Appendix 5, Assembling a Teaching Portfolio* for more guidance on how to demonstrate teaching excellence.

**and**

3. **Continued scholarly achievements while serving at the Associate Professor rank.**

Examples of scholarly achievements include but are not limited to:

- Body of publications in peer-reviewed scientific journals and scholarly work of recognized distinction
- Coordination and implementation of a public mathematics and/or science initiative
- Completion of projects, publications, or other public work with collaborators within or beyond the mathematics & science disciplines
- Presentation of papers at conferences and/or seminars
- Publications in conference proceedings
- Other published written materials either by or about the applicant
- Awards and any other evidence of professional achievements
- Outside of Institute recognition
- Funding of research through grants
- Supervision of undergraduate or graduate students on research projects
- Supervision of postdoctoral researchers

**and**

4. **A record of service on behalf of the Institute.** A successful applicant for promotion to Part-time (Full) Professor will have a record of service on academic committees (department or school or Institute level) and/or involvement in Institute activities (searches and/or any assistance with department or school or Institute projects, programs and

events). *Public service and public outreach can supplement, but not replace, service on behalf of the Institute.*

#### *IV. Criteria for Change in Status from Visiting to Adjunct*

- 1. A graduate degree, or equivalent professional distinction appropriate to the discipline, in a field relevant to the mission of the department.**

**and**

- 2. Demonstration of ongoing progress towards teaching excellence.** A successful applicant for Adjunct Status will normally be expected to have three years (i.e., six semesters) of progress towards teaching excellence as a Visitor. Please see *Appendix 5, Assembling a Teaching Portfolio* for more guidance on how to demonstrate teaching excellence.

**With additional consideration of, but not a requirement of**

- 3. Evidence of scholarly achievements.** Examples include but are not limited to:
  - Professional development such as participation in sponsored workshops in area of research expertise
  - Development of a public mathematics and/or science initiative
  - Active involvement in projects, publications, or other public work with collaborators within or beyond the mathematics & science disciplines
  - Scholarly communication at conferences and workshops
  - Professional publication in applicant's field of research
  - Establishing a research agenda
  - Submission of grant applications
- or**
- 3. A record of service on behalf of the Institute.** A record of service on academic committees (department or school or Institute level) and involvement in Institute activities (searches and/or any assistance with department or school or Institute projects, programs and events).

## V. Criteria for Conferral of CCE (Adjunct Status)

1. **Ten semesters of teaching as an adjunct faculty member.** Though not a requirement that originated from the departmental PRC, this Institute-wide requirement is in accordance with the guidelines in the Pratt Faculty Handbook that was ratified by the Academic Senate in 2020, and consistent with past practice under the Collective Bargaining Agreement. The ten semesters need not be contiguous. **Note: In accordance with the separate UFCT-negotiated Memorandum of Agreement that applies only to CCE applicants, application can occur prior to the 10th semester of service (*i.e.*, in the Fall semester immediately preceding); CCE status would take effect “following completion of the 10th semester as an adjunct.”**

**and**

2. **Demonstration of a consistent commitment to working alongside colleagues to identify and meet departmental needs**

**and**

3. **Provision of evidence which suggests that the applicant possesses the capability and drive to potentially meet the criteria for promotion to Adjunct [Full] Professor, inclusive of demonstration of progress toward teaching excellence, continued scholarly achievement, and service.**

**and**

4. **Inclusion of at least three professional letters of recommendation, by qualified peers external to the Institute, which speak to the applicant’s qualifications relative to the criteria defined in points 2 and 3 above.**

Applications for CCE shall include at least three external letters of recommendation from reviewers who can speak to dimensions of the applicant's teaching and/or scholarship and/or service, ideally in connection with criteria 2-3 listed above. We encourage the candidate to consider who, among their colleagues external to the Institute, would be willing and able to write candidly and confidentially.

The procedure that shall be followed for soliciting external letters is described here:

Consistent with CBA 16.3, the applicant shall provide the PRC chair, in writing, with a list of at least two such reviewers who the PRC chair can pass along to the SLAS Dean. Further, the PRC chair shall engage in conversation with the Department Chair and SLAS Dean in regard to other potential reviewers.

Given the very likely chance that the Department Chair, SLAS Dean, and PRC Chair may be outside of the applicant's own field of scholarship, it is strongly recommended that the applicant engage in conversation with the PRC Chair prior to finalizing their written list of reviewers.

The PRC Chair shall bring to a conversation with the Department Chair and SLAS Dean a proposal for additional reviewers who are personally acquainted with the applicant and/or their scholarly impact, and who are likely to be able to speak effectively to the CCE criteria.

**In accordance with CBA 16.3, no fewer than three outside letters shall be solicited, and 'at least one and no more than two will be from external reviewers proposed by the faculty applicant'; the remaining reviewer(s) shall be selected, in conversation with the SLAS Dean and Department Chair, from the names proposed by the PRC Chair.**

Upon selection, the SLAS Dean shall establish contact with each selected reviewer. Once the reviewers report to the Dean their willingness to provide a timely letter of recommendation, the PRC Chair shall reach out with our Criteria as well as instructions for delivering their letter by the appropriate date on the Faculty Action Calendar.

**It is strongly recommended that the CCE applicant prepare an up-to-date CV for distribution to the reviewers, if requested. *The PRC will share no other materials from the candidate's application with the letter writers.***

Letters shall not be shared with the applicant, but shall be considered alongside the applicant-provided materials in the PRC's evaluation. The outside letters shall accompany the candidate's materials and the PRC's letter as it moves forward to administrative review.

## Appendix 4, Applications to the PRC

Each applicant is expected to provide clear evidence that they have met the Standards (see **Appendices 2 & 3**) for the requested Faculty Action. The PRC committee asks that the applicant assumes all responsibility for bringing to light their own accomplishments and qualifications.

The following guidelines apply to both part- and full-time applicants for all actions:

*A complete application to the PRC must include the following materials uploaded through Interfolio...*

- ★ **Letter of Application:** A letter addressed to the chair of the PRC which should clearly state the desired faculty action (promotion, change of status, reappointment and/or tenure), as well as speak to the applicant's role, experience, and achievements at Pratt Institute **as they explicitly align with the relevant ARPT standards;**
- ★ **CV/Resume:** A complete, up-to-date record of the applicant's educational, employment, professional and service record that clearly indicates present rank/status and number of years served at current and previous levels;
- ★ **Evidence of Teaching Performance:** Applicants are required to include: 1) a list of courses taught at Pratt over the previous four actively taught semesters; 2) syllabi for each of these courses; and 3) a teaching portfolio demonstrating teaching excellence (see **Appendix 5, Assembling a Teaching Portfolio**). **DO NOT INCLUDE STUDENT EVALUATIONS;** the PRC Chair will request these from the Union's Faculty Action liaison in accordance with the Faculty Action Calendar.
- ★ **Evidence of Applicant's Work (comprising Scholarly Achievement and Service):** Applicants are required to provide evidence of scholarly achievement and/or service as described in the relevant criteria for action ("And" generally applies to Full-Time applicants and those at higher faculty rank, while "or" generally applies to Part-Time applicants at lower ranks.) Such documentation should include copies of publications, links to online publications, and announcements/program entries for conference and other talks.

Many types of evidence could be relevant for the categories of Teaching Performance, Scholarly Achievement and Service. And though there are specific required components (i.e., the list of courses, course syllabi, and the teaching portfolio) that must be present in the evidence of Teaching Performance, the teaching portfolio can also be quite accommodating of *additional* materials. ***It is up to the faculty applicant to categorize and contextualize all materials in a manner that best aligns to the relevant criteria for ARPT action.***

*The PRC appreciates a comprehensive yet concise and well-organized application.*

**In addition:**

- ★ **Applications for *Full-Time Tenure* and *Adjunct Status with CCE* must make arrangements for professional letters of recommendation from external reviewers. The process for this is described within the *Tenure and CCE criteria themselves* (see [Appendices 2 and 3](#)). The PRC Chair will work with the applicant to assure that a list of potential reviewers is created early in the application process; see dates on the Faculty Action Calendar.**

### **How to submit your application**

Since Fall 2018, all Pratt departments have been using the [Interfolio digital tool](#) for faculty actions. Every faculty member has an Interfolio account as part of their “OneKey” access for this purpose. Through Interfolio, you should have access to the current Handbook (i.e., this document), as well as a “template” that roughly corresponds to the requirements set forth above in this Appendix. After you notify the PRC Chair of your intent to submit an application, the PRC Chair will assure that the Interfolio template conforms to the structural requirements for the specific action you seek (e.g., some applications may require outside letters of recommendation, and some may not).

Note that Pratt has contracted with Interfolio to provide technical support for faculty applicants, and many pathways for assistance are available within Interfolio itself. The PRC strongly encourages the applicant to reach out to Interfolio for assistance, if needed. A link to their technical support is prominent within the Interfolio interface.

### **Application Deadlines**

Application deadlines are based on the Institute’s calendar and will be made known to all Mathematics and Science faculty as early as possible at the beginning of the academic year.

For AY2026-2027, there will be two deadlines announced at the beginning of the Fall semester:

- **A deadline in early September** to signal intent to apply for Faculty Action.
- **A deadline in October** to complete the application [via the Interfolio interface](#).

**For applicants seeking full-time tenure or part time CCE, there will be an additional mid-September deadline relevant to the solicitation of outside letters of recommendation. The PRC Chair will work with the applicant to assure that the deadline for solicitation of letters is met.**

## Questions

Please feel free to consult the current members of the PRC with any questions about the faculty action process.

## Appendix 5, Assembling a Teaching Portfolio

**NOTE:** Consider reviewing [Mark Rosin's Spring 2026 MSCI MiniShare on the topic of the Teaching Portfolio for ARPT](#).

For every Faculty Action for promotion or change of status in the MSCI department, an applicant must “demonstrate progress toward (or ongoing) teaching excellence”. Teaching excellence is defined, in part, as pedagogy that offers accountability to the material and course alignment with program (for example, General Education) requirements. More descriptions of teaching excellence may be found through the Centers for Teaching and Learning at Pratt and elsewhere (e.g., High Impact Practices, Universal Design for Learning).

The letter of application to the PRC (see Appendix 4) should certainly offer a brief summary of the applicant’s achievements and qualifications in this regard, but this must be supplemented by evidence in the form of a teaching portfolio (which must be uploaded as a separate document in the applicant’s packet).

A teaching portfolio is “a factual description of a professor's teaching strengths and accomplishments. It includes documents and materials that collectively suggest the scope and quality of a professor’s teaching performance. [...] The teaching portfolio is not an exhaustive compilation of the documents and materials that bear on teaching performance. [...] It culls from the record selected information on teaching activities and solid evidence of their effectiveness. Selectivity is important. It should be seen as a judicious, critical, purposeful analysis of evidence and goals. [...] The portfolio provides evaluators with hard-to-ignore [in other words, clear] information on what professors do as teachers, why they do it, how they do it, and the outcome of what they do.”<sup>6</sup>

In the context of an application for Faculty action in the MSCI department, the teaching portfolio is, in short, a self-curated narrative-with-evidence, organized to support the candidate’s demonstration of progress toward (or ongoing) teaching excellence.

### **The teaching portfolio appendix *must* include, *at minimum*:**

1. A list of courses taught at Pratt over the previous four actively taught semesters [**NOTE: Interfolio will prompt to you upload this list as a single PDF**, separate from the rest of the portfolio]
2. Syllabi for each of these courses [NOTE: **Interfolio will prompt you to upload each syllabus as its own PDF**, separate from the rest of the portfolio]
3. A statement of teaching philosophy, inclusive of teaching methodologies (Helpful writing prompts may include: What motivates you to teach? What can students expect from me? What teaching methodologies do I employ, and why? How do I assess student learning?)

---

<sup>6</sup> Definition from Seldin, *et al.* (2010) *The Teaching Portfolio, 4th Edition*. Jossey-Bass Publishers. <https://cat.pratt.edu/record=b1225875>

What kind of feedback do I provide to students? How do I implement best-practices in instruction?)

4. A statement of teaching responsibilities across the Pratt curriculum, explaining the relevance of the kind(s) of courses you teach to appropriate elements of MSCI Core, General Education, program, and/or institutional requirements.
5. Selected teaching materials which illustrate points from the narrative in 3-4. Specific assignment prompts and specific examples of student work may be helpful here, but please recognize that the portfolio is not meant to be exhaustive (and applicants should explicitly discuss and contextualize all such material in their statement of teaching philosophy).
6. Self-analysis and reflection on student course evaluations<sup>7</sup>, including a narrative of ways that the applicant has evolved their teaching in response to student feedback.

As the portfolio and application should also demonstrate “progress toward or ongoing teaching excellence”, **it is also helpful to highlight**

7. Instructional innovations (e.g., practices introduced)
8. Documentation of teaching improvement activities (e.g., professional development in teaching and reflection on its impact)
9. Curricular innovations (e.g., courses designed or revised)
10. Self-analysis and reflection on peer or non-student observations, if available
11. Teaching honors and other recognition, if applicable

The PRC encourages a narrative which is supported by evidence, and recommends that all evidence provided should be addressed within the narrative.

Consider reviewing [Mark Rosin's Spring 2026 MSCI MiniShare on the topic of the Teaching Portfolio for ARPT](#). For that MiniShare event, he also shared a copy of his own Teaching Portfolio, archived [here](#). (An older MiniShare by Damon Chaky on the topic of Teaching Portfolios is also cited by Mark.)

---

<sup>7</sup> The PRC will obtain student course evaluations for all courses taught over the previous four actively taught semesters, *and these will be appended to your application by the PRC Chair*. (You should also have access to evaluations dating back as far as Fall 2020 via EvaluationKit at <https://survey.pratt.edu/>). Your narrative can directly reference and selectively quote from these evaluations, if desired, but *please do not append the full student evaluation reports*. Again, the full evaluation reports will be appended by the PRC chair.