

PREPARING FOR TENURE & PROMOTION IN THE AGE OF COVID

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SUPPORTIVE ACTIONS FOR FACULTY

“a mutual commitment to faculty support that **recognizes the need to adjust expectations** given the disruption of COVID-19”

“urge colleagues involved in all faculty evaluation processes to show **compassion and flexibility** during the disruption”

The Provost’s joint statement with the Columbia campus University Committee on Tenure and Promotion also applies to Palmetto College faculty.

A WORD TO REVIEWERS: FACULTY EVALUATION GUIDANCE

- Recognize and acknowledge both the common difficulties the and unique challenges the pandemic poses for all faculty
- Recognize **achievement relative to opportunity**
- Normalize pandemic effects on productivity—the “COVID slow down”—and **value quality work over quantity and measure impact**
- Acknowledge faculty efforts to respond to the pandemic as an **exceptional part of faculty workload** (supporting colleagues in developing courses, attending training, managing increased public service demands)

DISPROPORTIONATE EFFECTS

Image courtesy of

Yael Levitte
Associate Vice Provost
for Faculty Development
and Diversity

Avery August
Vice Provost for
Academic Affairs

Cornell University

Impact of COVID-19 pandemic on research

The New York Times

The Virus Moved Female Faculty to the Brink. Will Universities Help?

The pandemic is a new setback for women in academia who already faced obstacles on the path to advancing their research and careers.

nature

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CAREER FEATURE · 20 JULY 2020

The career cost of COVID-19 to female researchers, and how science should respond

Some funders and journals are trying to support female researchers and others whose publications and positions are at risk.

Virginia Gavin

nature

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NEWS · 20 MAY 2020

Are women publishing less during the pandemic? Here's what the data say

Early analyses suggest that female academics are posting fewer preprints and starting fewer research projects than their male peers.

comment

Check for updates

Unequal effects of the COVID-19 pandemic on scientists

COVID-19 has not affected all scientists equally. A survey of principal investigators indicates that female scientists, those in the 'bench sciences' and, especially, scientists with young children experienced a substantial decline in time devoted to research. This could have important short- and longer-term effects on their careers, which institution leaders and funders need to address carefully.

Kyle R. Myers, Wei Yang Tham, Yian Yin, Nina Cohodes, Jerry G. Thursby, Marie C. Thursby, Peter Schiffer, Joseph T. Walsh, Karim R. Lakhani and Dashun Wang

Stem Cell Reports
Commentary

ISSCR
OPEN ACCESS

Survey Says: "COVID-19 Lockdown Hits Young Faculty and Clinical Trials"

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SUPPORTIVE ACTIONS : REVIEW EXTENSIONS

Selected Provost Policies

- All pre-tenure faculty as of Spring 2020 were granted a one-year tenure clock extension; expanded to include 2020-2021 hires, with the option to opt out
- Any pre-tenure faculty may request a second tenure-clock extension based on COVID-related disruptions
- Option to extend the tenure-progress review (ie, third-year review) by a year, still with the option to extend the tenure clock
- Three total tenure-clock extensions allowed
- Post-tenure review extensions, automatic for the next six years

TENURE-CLOCK EXTENSIONS

WHO HAS AN AUTOMATIC COVID TENURE-CLOCK EXTENSION?

- Any pre-tenure faculty member with a tenure-start date of January 1, 2021 or earlier

WHO DOES NOT HAVE AN AUTOMATIC COVID TENURE-CLOCK EXTENSION?

- Any pre-tenure faculty member with a tenure-start date of August 16, 2021 or later.

DO I HAVE TO USE THE AUTOMATIC COVID TENURE CLOCK EXTENSION?

NO

If you have an extension, but you are confident your work has met unit criteria (and have had trusted mentors help you assess that), you can go up on your original schedule or even before.

I DON'T HAVE AN AUTOMATIC COVID EXTENSION—CAN I STILL APPLY FOR RELIEF?

YES

All faculty are eligible to apply for a year's extension because of the impact of COVID on their work. Faculty are also eligible for the birth or adoption of a child, the death of a child or spouse, or other extenuating circumstances (on approval).

SHOULD I APPLY FOR A TENURE-CLOCK EXTENSION?

YES

If you are eligible, apply, even if you don't think you will need it.
It's a safety net.

WILL MORE BE EXPECTED OF ME BECAUSE I HAD A TENURE-CLOCK EXTENSION?

NO

This extension of your probationary period does not change any of the expectations for tenure as outlined in the *Faculty Manual* and your unit tenure and promotion criteria. You will be evaluated during your tenure and promotion review as if you had been in probationary status for the normal probationary period, not longer.

SHOULD I USE MY TENURE-CLOCK EXTENSION?

MAYBE

- Are you confident your work has met the unit t&p criteria?
- Have your trusted mentors confirmed your assessment?
- If you are turned down, how will this affect your relationship with your colleagues and the institution?

A candidate who has an approved tenure-clock extension and applies for tenure and promotion prior to the extended penultimate year can reapply the following year if denied.

COVID IMPACT STATEMENTS

COVID-19 IMPACT STATEMENTS

Faculty members have the option to include COVID impact statements that provide context for understanding the effects of the pandemic on your professional life for both internal and external evaluators.

This statement should explain how the candidate's research, teaching, or service has been affected since early 2020 by the pandemic. The statement may emphasize approaches used by the candidate to overcome unforeseen challenges of the pandemic.

COVID-19 IMPACT STATEMENTS

The discussion of the impact on your work may include some or all of the following:

- changes in research focus, whether voluntary or directed
- diversion of laboratory capacity to pandemic-related work
- productivity changes due to family obligations
- personal health
- travel restrictions
- effects of changes in teaching or advising conditions.

WRITING COVID-19 IMPACT STATEMENTS

- Accept that these disruptions are part of your professional history and give yourself due credit for your flexibility, passion, and commitment.
- Learn the art of positive framing.
- Provide simple and clear context without excessive personal information.
- Research examples, ask for review by trusted mentors, and understand a document you write today will need revision next review cycle.

WE ARE IN THIS FOR THE LONG HAUL

UNDERSTAND THAT BUILDING YOUR CASE TODAY IS AS IMPORTANT AS ANY OF YOUR OTHER WORK

- Use the annual review to take advantage of the opportunity to capture the work you did during the publication that you may have lost track of before you forget.
- Understand that you may have gaps in your records, for example, if your unit didn't perform annual peer review in 2020. Provide context for these—they are normal.
- Consider your option to exclude student evaluations and comparative aggregate scores in review portfolios for Spring 2020, Summer 2020, Fall 2020 and Spring 2021.

REVIEW RESEARCH GOALS, ADJUST, & PLAN GOING FORWARD

- Consider options for adjusting your research goals and develop support structures that allow you to make even incremental progress on your scholarship.
 - Scaled-back research projects that will still have measurable outcomes
 - An emphasis on **quality rather than quantity**
 - Accountability groups (with colleagues, but we have free membership in the [National Center for Faculty Diversity and Development](#) as well)
 - Daily writing, even if only for 15 minutes (watch the [NCFDD](#) webinar, “Every Semester Has a Plan”)

Ask yourself: Have your research goals and priorities changed?

WE ARE IN THIS FOR THE LONG HAUL

We are ALL in this, and you are not alone.

- Take care of yourself and your loved ones first.
- Ask for help.
- Use [EAP resources](#), including therapy referrals.
- Your professional health is important, just like your physical health—care for it.

TRUST BUT VERIFY

- **Trust** in the university's desire to see you succeed, your colleagues' recognition of this unprecedented disruption, and in the fairness of the tenure and promotion system
- But **verify** that you have done your part
 - Review your faculty manual, tenure and promotion criteria, and options for extensions
 - Document your work thoroughly
 - Seek mentoring from colleagues familiar with the process

**TAKE CARE OF YOURSELF
DO GOOD WORK
ASK FOR HELP!**

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