PREPARING FOR TENURE & PROMOTION IN THE AGE OF COVID-19

Dr. Lisa Hammond
Director of Faculty Affairs
SUPPORTIVE ACTIONS FOR FACULTY AT USC

“show compassion and flexibility”

Provost and University Committee on Tenure and Promotion Joint Statement
November 2020
Impact of COVID-19 pandemic on research

Image courtesy of

Yael Levitte
Associate Vice Provost for Faculty Development and Diversity

Avery August
Vice Provost for Academic Affairs

Cornell University
DISPROPORTIONATE EFFECTS

A survey of Washington State University faculty in Spring 2020 and Fall 2020

• “pre-tenure, tenure-track faculty are disproportionately affected”
• “scholarship activities for women pre-tenure faculty are extremely affected”

“I’ve been at a near or complete standstill”
Pre-tenure women: 52%, Pre-tenure men: 0%
Unequal Balancing Acts

Multiple studies have already shown that women have written significantly fewer papers than their male counterparts during the pandemic. Reports showed that at least one-third of working women in two-parent households exclusively provided child care after schools and day cares shuttered and babysitters quit or were let go because of Covid-19. Years of research have proven that female faculty struggle to balance work and family, often causing them to exit academia — or what experts refer to as “leaking from the academic pipeline.” Anecdotal reports and Twitter outcries highlighted female faculty suffering from reduced productivity, which could affect their ability to get tenure.

At the same time, the country was reckoning with its history of racial injustice, placing an added burden on women of color in academia. They were faced not only with the pandemic's fallout — which has disproportionately affected and killed Black and Latino Americans — but also the “emotional, physical and social ramifications” of police violence and unrest, said Michelle Cardel, a nutrition scientist at the University of Florida who has studied how the pandemic affects early-career women scientists. She pointed out that faculty of color often provide support and mentorship in such circumstances.
SUPPORTIVE ACTIONS: COMPASSION & FLEXIBILITY

• A commitment to faculty support that recognizes the need to adjust expectations given the disruptions of COVID-19
• Urge colleagues involved in all faculty evaluation processes to show compassion and flexibility
• Extensions for faculty advancement, including tenure clock, tenure-progress reviews, and post-tenure reviews
Good afternoon Palmetto College Faculty,

Due to the impact of COVID-19, the Office of the Provost distributed the attached message yesterday regarding an extension for faculty evaluation accommodations. After discussion with Senate Chair Dr. Ernest Jenkins, reporting at today’s Senate Meeting, and input from the Palmetto College Deans and Academic Deans, we are pleased to share that the extension will likewise apply to Palmetto College. The specific details are included in the attachment.

If you have further questions, please feel free to contact your Campus Dean, Academic Dean, Senate Chair Jenkins, Associate Provost Catalano, or me.

Again, thank you for your dedicated service and many outstanding successes during this unprecedented semester!

Best,

Susan

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Palmetto College has adopted the **Provost’s joint statement with the Columbia campus University Committee on Tenure and Promotion**.

- The Palmetto College Campuses System Tenure and Promotion Committee or the Palmetto College Campuses Faculty Senate Welfare Committee may wish to work with the Chancellor to determine how best to implement these policies on the campuses.
SUPPORTIVE ACTIONS: TENURE-CLOCK EXTENSIONS

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
SUPPORTIVE ACTIONS: ADDITIONAL EXTENSIONS

Provost Policies, continued

• Post-tenure review extensions, automatic for the next six years
• Extension of endowed chair or named professorship reviews
SUPPORTIVE ACTIONS: EVALUATION PROCESSES

Recommended Evaluation Relief

• COVID-19 impact statements
• Option to exclude student evaluations and comparative aggregate scores in review portfolios
• Units requested to waive peer evaluations
FACULTY EVALUATION GUIDANCE

- Recognize and acknowledge the common difficulties the pandemic poses for all faculty
- Understand individual faculty circumstances will vary widely
- 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)
- Normalize pandemic effects on productivity—the “COVID slow down”—and value quality work over quantity
Dear Colleagues:

We are writing to update you about this year’s Administrative Evaluation. Please note that Faculty Information Forms are due to Division Chairs by the end of the day on February 1, 2021 (this year the customary due date of January 31 falls on a Sunday). As you prepare your Faculty Information Forms, we want to offer some guidance about how to address the various evaluation areas during the unique circumstances of COVID-19. We want to assure you that the administrative evaluations will take into consideration the anomalies created by the pandemic.

Here are a few questions that you might use in your responses:

1. Describe how COVID-19 has impacted your approach to teaching including such matters as technologies used, assessment of student work, learning outcomes, and strategies.
2. Describe how COVID-19 has impacted your scholarly and/or creative agenda. Please explain any adjustments to your research schedule, goals, and subject matter.
3. Describe how COVID-19 has impacted your service to the campus and community.

If you have any questions or concerns regarding this year’s Administrative Evaluation, please do not hesitate to reach out to your Division Chair or the Deans.

We want to thank you for all that you do for our students and for each other, especially this challenging year.

Yours sincerely,

Todd Lekan, Walter Collins III, Phillip Parker, David Roberts, Sarah Sellhorst
A WORD ABOUT TENURE-CLOCK EXTENSIONS

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.

This is critical for candidates and reviewers to understand.
SHOULD YOU USE A TENURE-CLOCK EXTENSION?

Evaluate your progress carefully while considering tenure-clock extensions.

• Are you confident you have met the 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 seeks tenure and promotion prior to the extended penultimate year, but who is denied, can reapply the following year.
COVID-19 IMPACT STATEMENTS

We ask that each unit strongly encourage each candidate to include a statement regarding the impact of the COVID-19 pandemic on the candidate's professional life at the conclusion of the personal statement, which will also be sent to external reviewers. 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

Examples may include
• 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.
WE ARE IN THIS FOR THE LONG HAUL

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

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
  - An emphasis on quality rather than quantity
  - Accountability groups (we have free membership in the National Center for Faculty Diversity and Development)
  - Daily writing or research, even if only for 15 minutes.

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 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
THANK YOU

- Dr. Cheryl Addy, Vice Provost and Dean of Faculty
- Dr. Wayne Outten, UCTP Chair
- The Advisory Committee on Faculty Affairs of the Association of Public and Land-Grant Universities, particularly presentations by
  - Yael Levite, Associate Vice Provost for Faculty Development and Diversity, Cornell University
  - Avery August, Vice Provost for Academic Affairs, Cornell University
  - Michelle J. Budig, Vice Provost for Faculty Development, University of Massachusetts Amherst
  - Laura G. Hill, Senior Vice Provost, Washington State University
  - Nicolle Parsons-Pollard, Associate Provost for Faculty Affairs, Georgia State University
TAKE CARE OF YOURSELF
DO GOOD WORK
ASK FOR HELP!

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