

DRAFT: Covid Tenure Adjustment

1. Individual Covid Impact Statement

Within one year of the resumption of normal research and teaching activities at Johns Hopkins, candidates are expected to draft a statement to submit to their file. This statement should total one to two pages and focus on the professional constraints and their impact on a candidate's research during the pandemic period. The statement will be drafted in collaboration with the department chair and two or three senior faculty members selected by the candidate.

These statements will be used internally – by departments, deans' offices, ad-hoc committees, the Academic Council, and the Tenure Advisory Committee. These statements may also be shared with external reviewers if the candidate specifically elects to do so. But candidates should feel under no compulsion to have these statements submitted to external referees with their file.

These statements must be handled with care. To the extent possible, they should avoid revealing personal circumstances. The kinds of issues that the Academic Council will want to know about might include, but are not limited to:

- Closure of labs or archives required for research.
- Inability to travel for research.
- Cancellation of conferences.
- Research projects that had to be abandoned.
- Cancellation of residential fellowship awards.
- Loss of sabbatical or leave time.
- Students who were trained but could not complete faculty research.
- Limitations to grant funding.

Members of the Academic Council are sensitive that candidates may feel the need to provide detailed justification of personal extenuating circumstances: tending to sick parents, children schooled at home, pressures on mental health, etc. The Academic Council recognizes the extent to which such dynamics may have shaped every candidate's experiences over the period of the pandemic. It intends to take the broad context of such strains into account as it evaluates faculty promotion files. We strongly believe, however, that in general individual personal information of this nature should stay separate from a candidate's professional file.

At any point before the submission of the promotion file, these Covid statements may be appended with updated information by the candidate.

2. Institutional Covid Statement

In the solicitation of external evaluations, departments and ad-hoc committees will append an institutional Covid statement and request that evaluators take their contents into consideration. This institutional Covid statement will inform external evaluators about the overall situation at the Krieger and Whiting Schools during the pandemic period. It will explain the University's conservative approach to safety issues and thus allow reviewers to understand how JHU's policies compared to those of their

own and other institutions. The statement has yet to be drafted but will include the following information:

- Tenure clocks for all candidates were automatically extended by one year.
- Laboratories closed for X amount of time. When reopened, they were at restricted capacity.
- The University prohibited all travel for X amount of time.
- The library was closed for X amount of time and interlibrary loan services shut down.

3. Making Up for Lost Research Time

Junior faculty have already been granted an extra year on their tenure clock. The Homewood Academic Council has struggled with the difficult question of how to maintain the high standards for its world-class faculty without penalizing junior faculty for the conditions created by a global pandemic. It strongly urges the Krieger and Whiting Schools to implement the following policy.

Rather than a further blanket extension of the tenure clock, it urges an institutional response by which junior faculty would be granted extra resources in order to assist them, to the extent possible, in making up lost research time. We believe all junior faculty should be granted the equivalent of one year of teaching release – with enough notice to schedule research trips, time at other institutions, etc. Faculty whose startup funds have been depleted due to Covid-related circumstances should be given additional funds to allow them to get their research back on track. Service obligations should be suspended for at least one year. Such a policy would need the financial support of the central administration. The Academic Council strongly believes that freeing up the time and resources to allow junior faculty to focus on their research is far more valuable than an additional year on the tenure clock, which can have a series of unintended and possibly even deleterious effects on candidates. We emphasize that such policies must be implemented as soon as possible to enable faculty to make research and travel plans as early as this fall.

If the University is unable to mobilize such resources for its junior faculty, the Academic Council is divided on the best way to proceed. Some candidates will need extra time. Others do not want to see their precarious status as assistant professors prolonged beyond the year that has already been accorded, but will inevitably feel obliged to take the additional time granted. Both ways forward therefore have their flaws. The University could decide on an opt-in policy by which there would be no further general extension of the tenure clock, but extensions granted on a case-by-case basis if needed. Or it could be decided on a blanket extension of a second year on the tenure clock while encouraging candidates who feel ready to come up for promotion to do so early. Which of these two policies would be preferable is a matter of some consternation for the members of the Academic Council. For these reasons HAC urges in the strongest possible terms that the university mobilize the resources necessary to implement a policy along the lines of that outlined above.

4. Departmental Policies

The Academic Council has no ability to apply the fruits of its deliberation and a careful calibration of the impact of Covid on research for files that never reach it. The Academic Council therefore urges individual departments to take the severe Covid impacts into account as they assess individual promotion files. We are at the disposal of departments and deans to help facilitate this process.