



# Faculty Guide

Spring 2021 COVID-19

**Prepared by the Academic Subcommittee of the Clark Reopening Committee (CRC)**

**Initial Spring Release: February 8, 2021**

**Updated:**

**February 9, 2021**

**February 16, 2021**

**February 22, 2021**

The University Health Plan remains the definitive document, which outlines our safety protocols and policy adjustments in light of COVID-19 and is supported by the materials, information, and FAQ's available on the [Healthy Clark website](#).

CRC – Academic Subcommittee Members:

Davis Baird (Provost, co-chair), John Ohotnicky (Registrar, co-chair), Yuko Aoyama (Dean of Research and Graduate Studies), Mary-Ellen Boyle (School of Management Faculty), Trish Cronin (Director of Athletics), Mark Davidson (Geography Faculty), Holly Dolan (Education Faculty), Joanne Dolan (Director of Academic Technology), Abbie Goldberg (Psychology Faculty, sabbatical spring 2021), Betsy Huang (Dean of the College), Joe Kalinowski (VP Information Technology), Mark Miller (Political Science Faculty), Laura Robinson (University Librarian), Laurie Ross (CETL Director), Shelly Tenenbaum (Sociology Faculty, joined spring 2021).

## Contents

The Classroom Environment .....	3
Classroom Capacities, Set-ups, Departmentally Owned Spaces, and Alternative Spaces (updated 1/30/2021) .....	3
Student Conduct in the Classroom .....	3
Technology (updated 1/30/2021) .....	3
Courses .....	5
Spring 2021 Semester Start (updated 1/30/2021) .....	5
Wellness/Move-in Days – Classes Cancelled (updated 1/30/2021) .....	6
Course Modalities (updated 1/30/2021) .....	6
Course Capacities/Enrollments and Classroom Assignments (updated 1/30/2021) .....	8
Off Campus Experiences or Courses (updated 1/30/2021) .....	9
Class Times .....	9
Open Classrooms .....	9
Final Exams (updated 1/30/2021) .....	10
Student Employment and Use of PLAs, TAs, and RAs (updated 1/31/2021) .....	10
Class Roster Modifications (updated 1/30/2021) .....	11
Safety .....	12
Classroom COVID Drills (updated 2/3/2021) .....	12
Face Masks for Faculty (updated 2/5/2021) .....	12
Testing Protocol and Vaccinations (updated 2/6/2021) .....	13
Faculty Care Plans (updated 2/6/2021) .....	14
Classroom Cleaning .....	14
Building Ventilation .....	14

Advising and Academic Policies .....	14
Office Hours and Independent Coursework .....	14
Students, Course Modalities, and Program Requirements .....	14
Part-Time Students .....	15
Summer Session (updated 1/30/2021) .....	15
Add/Drop (updated 2/22/2021) .....	15
Grade Modes and Pass/Fail (updated 2/16/2021) .....	16
Course Completion Week (updated 1/30/2021) .....	16
UAB and Graduate Board .....	16
Advising Resources .....	16
LEEP Student Success Network .....	17
Private Student Spaces .....	17
Consortium Cross-Registration – HECCMA (updated 1/30/2021) .....	17
Faculty Policies (updated 1/31/2021) .....	17
Personal Travel .....	17
COP Decisions that Have Clocks (updated 2/9/2021) .....	17
Childcare and Dependent Care .....	18
The Library (updated 2/8/2021) .....	18
Research Activities (updated 1/30/2021) .....	18
Campus Events .....	19
Appendix .....	20
Frequently Asked Questions .....	20
Privacy Statement for Remote Learning .....	24
UAB Statement .....	25
Graduate Board Statement .....	30
COP Policy Responses to Disruptions Caused by COVID-19 (updated 2/9/2021) .....	32

## The Classroom Environment

### Classroom Capacities, Set-ups, Departmentally Owned Spaces, and Alternative Spaces (updated 1/30/2021)

The original approach in the Clark Health Plan was to de-densify classrooms by 50%. However, upon further review by the Chief Health Officer, we have determined that using a 45-50 square foot per person calculation is best. This standard is more generous than a 6-foot radius and allows us to take into account the addition of the instructor and the possibility of a TA, PLA, or classroom assistant. Fixed seat spaces will be evaluated individually and the rooms will be de-densified accordingly with seats marked where student can sit. We will have a reduction in the total number of available paces and a significant reduction in the total number of available seats per room.

- The “COVID capacity” room list is posted on the Registrar’s “Courses and Schedules” page at: <https://www.clarku.edu/offices/registrar/courses-and-schedules/>

Some of our currently used spaces will not be available based on the square footage calculations. Therefore, we are assessing other non-traditional spaces for class use such as Dana Lounge, Grace Conference room, and the Kneller-Bickman Multipurpose room among others.

Many departmentally owned spaces are used for instruction and may have been measured to evaluate an appropriate social distancing capacity.

- If a departmentally owned space does not appear on the published list, please contact the Registrar to ensure you are aware of its appropriate socially distancing capacity.

### Student Conduct in the Classroom

As noted in the Health Plan (more information below for faculty) students will be required to wear face masks in class (as well as anytime they are outside of their room). Faculty will have the right to ask students to leave class if they do not have a mask. A small supply of masks will be made available throughout campus that you may direct students to. More details will be provided before the start of on-campus instruction.

Students will be given an opportunity to learn and adapt their behaviors to the established health and safety measures. The University’s conduct protocols will be used to review the behavior of students who blatantly disregard these requirements. Sanctions will escalate in intensity if student’s behaviors do not change or if a student is disruptive or does not follow campus public-health expectations, including for social-distancing and mask-wearing. If you need help working with a student please reach out to the Dean of Student’s Office at [dos@clarku.edu](mailto:dos@clarku.edu).

### Technology (updated 1/30/2021)

ITS has compiled a set of resources and links for all types of teaching for Spring 2021 that can be viewed here: <https://news.clarku.edu/bitsandbytes/teaching-in-spring-2021/>

Some information that may be of particular use include:

### **Zoom**

All Clark faculty, staff and students will have access to a Licensed Zoom account (previously known as a Pro Account). All classroom computers will have Zoom installed. [Click here for more information on Zoom at Clark](#)

### **Web-Cameras, Microphones or Other Technology**

ITS can provide faculty with long-term loans of Web-Cameras and Headsets (with Microphones) on request. Please email the Help Desk ([helpdesk@clarku.edu](mailto:helpdesk@clarku.edu)) to schedule a pick-up time.

ITS also holds a stock of other technology for short and long-term loans where appropriate, including video cameras, personal amplification microphones, document cameras and drawing tablets. Please email the Help Desk for more information.

### **VLabs**

Some courses require students to use specialist software available on campus lab computers, such as ArcGIS, SPSS, Terrset, etc. To meet the need for remote students who may not have access to personal devices that will support this software, ITS is offering a service called VLabs. This is an application streaming service that will allow you to use specialist software from your browser, regardless of your operating system or device specifications. VLabs will run on practically any device with a modern browser and stable access to the internet. [Click here for more information on VLabs and the software provided.](#)

If teaching on campus, ITS has added enhanced technology to all centrally scheduled spaces (including all alternative spaces we are using) to support new modalities of teaching and learning. If you are teaching in any modality, and need technology to do so, please contact the ITS Help Desk ([helpdesk@clarku.edu](mailto:helpdesk@clarku.edu)) with your requests.

The technology that existed in a room pre-COVID (see <https://apps.clarku.edu/classrooms/>) will still be accessible there. If you are scheduled in a new space added for social-distancing reasons, there will be a dedicated computer, projector, and laptop cable in those rooms. The following technology will be added in every centrally scheduled classroom:

### **360-degree smart (OWL) camera with integrated microphone**

This camera will be placed either at the front of the room or mounted in the ceiling in the center of the room. The camera is fixed; you will not need to adjust it. The camera will always show remote viewers the whole room (a 360-degree view), and will additionally, automatically, feature views of parts of the room based on where the person speaking in the room is. This will be particularly useful for faculty using the hybrid option when portions of the class are simultaneously in a room and connecting via Zoom.

The camera will allow you to walk around the room and not be stationary at the podium. In very large rooms like Johnson Auditorium, you may need to repeat a

question if asked by a quiet speaker from the back of the room. In rooms with single chalk/whiteboards, the device will capture the board.

[Click here for information on how to use the 360 degree \(OWL\) cameras](#)

### **Virtual White/Chalk Board for Remote Students**

To provide the best experience to your remote learners, we recommend not using the boards where possible and prepare your materials electronically ahead of time. We appreciate this is not always possible. In large rooms with multiple boards, we have installed a touchscreen monitor with a stylus. This will allow you to use the whiteboard feature in Zoom with a stylus to capture your writing in real time, sharing it both with your in-person students (on the projector) and with your remote students (via Zoom).

If your class is not in one of the centrally scheduled spaces, then whatever technology existed in the space in Spring 2020 will be there for Fall 2020 and Spring 2021.

- If other arrangements need to be made, please reach out to the ITS Help Desk ([helpdesk@clarku.edu](mailto:helpdesk@clarku.edu)) as soon as possible. The sooner we know about these needs, the higher the odds are that we will be able to accommodate them.

### **Personal Portable Microphones**

Faculty that will be lecturing in classrooms and are concerned about being able to be heard through a mask or behind a face shield can request a small portable microphone and speaker be issued to them for the whole semester (something similar to <https://www.amazon.com/gp/product/B07FLV88J8>). This speaker can be clipped on a belt or worn with a strap. Please contact the ITS Help Desk at [helpdesk@clarku.edu](mailto:helpdesk@clarku.edu) as soon as possible to request one.

## **Courses**

### **Spring 2021 Semester Start (updated 1/30/2021)**

All classes will begin as scheduled on February 22, but will be delivered remote-only through Tuesday, March 9 (subject to change as the University continues to monitor the pandemic). Faculty scheduled to teach hybrid or in-person courses are free to access their assigned classroom to utilize the available technology during the remote-only period. Please remember that you are required to participate in the weekly testing protocol if you will be using your classroom.

To help facilitate move-in, all classes (undergraduate and graduate) will be cancelled on Friday, March 5 (please note this in your syllabi).

In-person instruction—for classes scheduled to be in-person or hybrid—will begin on Wednesday, March 10.

## Wellness/Move-in Days – Classes Cancelled (updated 1/30/2021)

Remember that required “wellness” days, when all classes will be cancelled, have been scheduled on the following days (please note this in your syllabi where applicable):

- Tuesday, March 23
- Wednesday, April 21
- Thursday, May 20

To help facilitate move-in, all classes (undergraduate and graduate) will be cancelled on Friday, March 5 (please note this in your syllabi).

## Course Modalities (updated 1/30/2021)

### Course Modality Changes

While the University continues to honor your choice of teaching modality for personal and/or pedagogical reasons, we do encourage you to provide as much flexibility as possible for your students. It is inevitable that you will need to manage some students placed in isolation/quarantine during the term and others may be contacting you directly about full-semester online options. With this in mind:

- We are asking you to commit to your selected modality when students return and the University allows in-person instruction **no later than February 5**. If you are not changing the choice you made last Fall no action is necessary. If you are making a change communicate it to [regscheduling@clarku.edu](mailto:regscheduling@clarku.edu) as soon as possible, but not later than [February 5](#).

If you choose not to change your course modality, then no action is necessary. The February 5 deadline will allow the Registrar staff to process any changes and make the information available to students on Wednesday, February 10. Students will then be free to adjust their spring schedules based on any modality changes/options before classes begin on February 22 and well before the end of the add/drop period.

We hope you are able to stick with the modality option you indicated in early February, however should you desire to alter your course modality after February 5, **your proposed changes must be discussed with your Department chair and the appropriate dean** (Betsy Huang, Dean of the College for undergraduate courses; Yuko Aoyama, Dean of Research and Graduate Studies for graduate courses; Alan Eisner, Dean of the School of Management for undergraduate and graduate SOM courses; John LaBrie, Dean of the School for Professional Studies, for undergraduate and graduate SPS courses; Ed Carr, Director of IDCE, for undergraduate and graduate IDCE courses).

### NEW! Flexible Modality Notations

If you are teaching an in-person or hybrid course and wish to proactively indicate your flexibility and willingness to teach in multiple modalities, we will add a “Flexible Modality” notation to the comments section of the online course grids. This will not change the modality of the course, rather this will be a way to communicate to students your initial preference (in-person or hybrid) while also indicating flexibility without the need to contact you first. Please also note that this is simply a comment and will not be “connected” to the student’s registration in

anyway, in other words, we will not know the modality in which the student intends to participate. This is simply a way to communicate options.

- If you wish to use this option, please email [regscheduling@clarku.edu](mailto:regscheduling@clarku.edu) by Friday, **February 5** with the course CRN, course prefix, number and section.

We will communicate to students how to interpret the “flexible modality” notations when they are or are not present on the grid. Here is a sample of the grid utilizing the search box and how the comment will display (with an without other comments) and leaving the course’s original modality.

Modality	Days	Times	Room	Comments/Prereq.	Perm 0
contai ✕	contai ✕	contains... ✕	contai ✕	Flex ✕	contai
In-person	MW	12:00 PM - 01:15 PM	TC112	FLEXIBLE MODALITY	N
Hybrid	TR	06:00 PM - 08:35 PM	TC012	\$125 LAB FEE FLEXIBLE MODALITY	N
In-person	MWF	11:00 AM - 11:50 AM	JF320	P=BCMB 271; CHEM	N
In-person	M	01:25 PM - 04:05 PM	JF320	132 OR 134 FLEXIBLE MODALITY	

### Course Modality Definitions

For the spring semester, Clark will continue to use three modalities to classify instruction:

**Fully Online** – may be either synchronous (day and time will be kept) or asynchronous (days, times, and room assignments have been removed).

**Hybrid** (either **synchronous** or **asynchronous**) – day and time will remain (unless you are making a change). Rooms will be assigned in accordance with social distancing rules, room capacities, maximum gathering caps (for this modality, defined as no more than 50% of the max course cap). Students attend on any combination of the assigned days. Faculty will be responsible for developing the student groups and the rotation schedule for classroom attendance.

**Fully In-Person** – day and time will remain (unless you request a change) and rooms will be assigned in accordance with social distancing rules, room capacities, maximum gathering caps (for this modality defined as no more than 50 students). We cannot guarantee special requests and all room assignments are contingent on space/room availability.

A special note concerning international students and modalities. Clark recognizes that international students must comply with specific rules due to their immigration status. The International Students and Scholars Office (ISSO) is working with students to ensure that they remain in compliance. Please feel free to reach out to Susannah Marcucci [smarcucci@clarku.edu](mailto:smarcucci@clarku.edu) if you have any questions or concerns.



Whether you are a student or faculty, looking at the “detail” schedule in your CUWeb account will show the courses “type” which we will use at Clark to indicate modality.

Notice both examples have “online” options; first sample is asynchronous (no day/time) where second sample is synchronous (with a day and time). Hybrids will always show all the days assigned to the course regardless of what approach or rotation you incorporate. This will give you flexibility without having to worry about student double booking their “off” time with another class.

This will help us communicate with students about expectations for each course and each meeting of that course.

Type	Time	Days	Where	Date Range	Schedule Type	Instructors
In-Person	4:15 pm - 5:30 pm	TR	Jonas Clark Hall JC001	Aug 24, 2020 - Dec 15, 2020	Lecture	John R Ohotnicky (P)
Online	TBA		Online ONLINE	Aug 24, 2020 - Dec 15, 2020	Lecture	John R Ohotnicky (P)
Scheduled Meeting Times						

  

Type	Time	Days	Where	Date Range	Schedule Type	Instructors
Hybrid	9:00 am - 10:15 am	MF	Sackler Science Center S321	Aug 24, 2020 - Dec 15, 2020	Lecture	John R Ohotnicky (P)
In-Person	9:00 am - 10:15 am	W	Physics/Math BP310	Aug 24, 2020 - Dec 15, 2020	Lab	John R Ohotnicky (P)
Online	9:00 am - 10:15 am	W	Online ONLINE	Aug 24, 2020 - Dec 15, 2020	Lab	John R Ohotnicky (P)
Scheduled Meeting Times						

## Course Capacities/Enrollments and Classroom Assignments (updated 1/30/2021)

We will continue to honor the current course caps as they apply to assigning classrooms to ensure safe social distancing – a key element of our safety plan. Any in-person course will have a room large enough for the current course capacity and hybrid courses will have a room large enough for 50% of the capacity.

In light of the “flexible modality” option above the Registrar will no longer automatically move rooms when the enrollment exceeds capacity for any and all classes (regardless of modality or use of the flexible option). Faculty should keep in mind the “COVID cap” of their assigned room (available [here](#)). If you are approving capacity overrides for those wanting to participate remotely and do not have need for a larger room then there is no need to request a change – we will assume you are monitoring your enrollments and room capacities.

- Due to the reduced amount of space and number of seats per room, special requests for classrooms will be particularly challenging. If you have specific needs, please contact the Registrar’s Office at [regscheduling@clarku.edu](mailto:regscheduling@clarku.edu).

- We ask that you reach out to the Registrar's Office at [regscheduling@clarku.edu](mailto:regscheduling@clarku.edu) before any overloads are approved that may impact your room assignment.
- If you are teaching an online synchronous course and wish to utilize the expanded technologies available in classroom on a regularly scheduled basis, please contact [regscheduling@clarku.edu](mailto:regscheduling@clarku.edu). Rooms will be assigned on a first-come, first-serve basis pending availability.

## Off Campus Experiences or Courses (updated 1/30/2021)

A reminder that the Health Plan calls for the suspension of most off-campus experiences. Thus:

1. HECCMA Consortium cross-registration will be limited to on-line courses. Cross-registration for online courses is encouraged and the allowable number of HECCMA cross-registrations will be increased from 1 to 2 courses during COVID.
2. Clark will require external organizations offering internships or other off-campus engagement opportunities to provide a workplace safety plan that is broadly similar to Clark's. Absent such a plan, Clark will suspend non-virtual or remote internships and community engagement activities with these organizations for the spring semester.

Study abroad and away programs for the spring semester have also been suspended.

- If you feel you cannot conduct your course without the off campus component, consider moving the course to a future term or to request an exception contact the Registrar ([jrohotnicky@clarku.edu](mailto:jrohotnicky@clarku.edu)). Your request should include details of the off campus requirements and your plans for remaining in compliance with safety protocols. The requests will be reviewed in consultation with the Dean and/or Provost. Please note that transportation will not be provided by Clark, and students should be discouraged from using public transportation. While they may drive themselves, car-pooling is not acceptable at this time.

## Class Times

Please note that we have not deemed it necessary to alter class meeting times to accommodate the time it takes to move about campus. With the de-densification of classes through hybrid, online, and the use of alternative spaces we expect a natural traffic reduction in hallways and buildings.

- Please observe your scheduled class end times so that students can vacate the room promptly without the need for the next class to congregate and wait outside of the room.

## Open Classrooms

If you find an empty classroom (either before your scheduled classes or throughout the day), you are free to use that space for class preparation, recording, etc. Please remember to clean your workstation before leaving. More information about classroom cleaning is below.

## Final Exams (updated 1/30/2021)

We return to our practice of blocking 2-hour exams periods, for those who request one, according to the exam schedule developed by the Registrar to be conducted over the previously approved and designated 4 day exam period (Tuesday, Jun 1 through Friday, June 4) with the following conditions:

- Any In-person courses may request an exam block to conduct exams in-person. Faculty should also consider how this may impact students approved to participate fully remote.
- Any Hybrid courses may request an exam block to conduct exams in-person (pending space availability and in adherence to the 50 student maximum). Faculty should also consider how this may impact students approved to participate fully remote. Please note we will first attempt to find a room to safely seat the entire class (not just the 50% we did during the term). This may require the use of multiple concurrent spaces and we will communicate what options are available.
- Any in-person, hybrid or online synchronous courses may request an exam block to conduct a remote “virtual” synchronous exam, during which no rooms will be assigned
- Online asynchronous courses will not be allowed to request an exam block as there is no way to ensure conflict-free student exam schedules with courses that do not have a day/time assigned.

All scheduled exams and locations are subject to change based on a review of current COVID conditions.

The Registrar’s office will solicit exam scheduling requests from faculty early in the spring semester, or earlier.

## Student Employment and Use of PLAs, TAs, and RAs (updated 1/31/2021)

CETL along with the Dean of Faculty produced a document outlining clear policies, procedures, and expectations for the use of undergraduate peer learning assistants (PLAs) in undergraduate courses. A PLA should never be solely responsible for running an in-person, hybrid, or online course in absence of the faculty. Contact Laurie Ross, [lross@clarku.edu](mailto:lross@clarku.edu) for more guidance on the use of PLAs.

Graduate TAs who support undergraduate courses and/or are responsible for leading discussion or lab sections should be afforded the same opportunities as faculty to decide their own personal level of comfort being in a classroom setting. The same approach also applies to RAs. While TAs can sometimes be the present in the classroom without the faculty, their role should be consistent with their historical use and should not be elevated as a substitution to faculty involvement.

The Provost has authorized creation of a new paid staff position (Instructors’ Supervisory Assistant (ISA)) to support courses where in-person modality has been assigned but faculty member cannot be physically present and the PLA or TA is not enough to support the student experience. Contact Laurie Ross, [lross@clarku.edu](mailto:lross@clarku.edu) to apply for an ISA.

### Remote Work Policy

If undergraduate and graduate students are authorized to do so by their supervisor, they can work remotely for the 2020-2021 academic year as long as they are performing

work within the United States (regardless of citizenship). Work outside the U.S. continues to be prohibited; however, we will allow remote work anywhere within the U.S. due to continued travel restrictions and other concerns related to Covid-19. Since this situation is considered temporary, employees working remotely outside of Massachusetts due to Covid-19 will still be treated as working in-state for tax purposes. This policy will be in effect through June 21, 2021 unless there is a change in conditions or regulations that requires us to revisit this policy earlier. More detailed student employment information can be found [here](#).

### Class Roster Modifications (updated 1/30/2021)

In the continued refinement of our institutional protocols and procedures concerning COVID-19 issues we are announcing a modification to your current class rosters as a way for you to better understand what the University knows about our student's presence on campus and for you to better monitor your classrooms and help the community remain safe.

Based on the information we have compiled on our student's COVID-19 testing protocols we have added a column to your class roster indicating the student's location this semester. The protocol data is updated on a regular basis and will reflect current information as of the day you view the roster. This column was added to your roster in CUWeb and is accessed the same way you have previously accessed your roster: log into ClarkYOU - select CUWEB – Faculty tab – Select/Review Class Roster (not the detail class list). Below, please see an example of what you should expect to see.

ade tail	Location as of 09/28/2020
	On campus 
	On campus 

#### What this information means:

- On campus: The student is officially part of the 3 times a week testing protocol because they either living on campus, are accessing campus services, and/or participating in online or hybrid courses.
- Remote: The student is not in a testing protocol, living and studying remotely and is not accessing any part of the campus (including classrooms).

#### What this information does NOT mean:

- These indicators do not reflect the student compliance with their protocol, rather they only reference whether they are or are not part of the testing. Rest assured, however, that if students are not keeping pace with their protocol that they are being communicated with by our testing team quickly and frequently and that their access to campus will be restricted.
- These indicators do not reflect a future location or desired location for your students. The location is accurate for the student for the day you view the roster. As you look at your future semester rosters, most students will be listed as remote,

changing to on-campus the day they arrive back to campus. The data by no means reflects the students desire to be remote for your in-person or hybrid courses without first coordinating with you or reflect the students future location.

**What to do with this information:**

- For those of you teaching in-person or hybrid classes, this data helps to validate that students physically present in your classroom are being tested. Should you have a student that is listed as remote and physically attending your class, please send an email to [covid-19-testing@clarku.edu](mailto:covid-19-testing@clarku.edu) immediately.

This information is being provided to you as a way to help ensure adherence to the safety measures we have developed during the pandemic. This information should not be shared with anyone else and is for your use only.

Should you have any questions, please email [covid-19-testing@clarku.edu](mailto:covid-19-testing@clarku.edu) for further assistance.

## Safety

### Classroom COVID Drills (updated 2/3/2021)

There were a few instances during the fall semester when we learned that a student who had tested positive might be in class. The following procedures will be followed and for those teaching in-person or hybrid courses and we ask you to discuss this during the first week of classes.

- When Clark becomes aware of a positive test result for a person who is believed to be in class, someone will come to the classroom and inform the instructor.
- The instructor will pause the in-person session, announce a “COVID drill,” and ask everyone to calmly exit the building and await further instructions for the class by email.
- Clark will be attempting to reach the affected individual(s), so everyone should also be sure to check their phones for missed calls and voicemails.

### Face Masks for Faculty (updated 2/5/2021)

As indicated in the Clark Health plan, all students and faculty will be required to wear face coverings while on campus, which includes classrooms until further notice (regardless of one’s vaccination status). The main idea behind wearing face masks is that if everyone does it, there will be fewer respiratory aerosols circulating, resulting in lower levels of virus exposure. It is thus a collective containment measure.

**The CRC – Academic Subcommittee has determined that tight fitting face masks are the preferred option.**

As Clark prepares to return to on-campus activity, it’s important that we take every possible precaution to preserve the health and safety of our community. In recent weeks, a number of public-health officials, including Dr. Anthony Fauci, have touted double masking — **the wearing of a cloth mask over a surgical mask**— as an effective tactic to suppress transmission of the COVID-19 virus. The use of a single FDA-approved KN95 mask is also considered an effective

measure in filtering out airborne particles. A limited supply of KN95 masks will be made available to faculty through their department's safety liaison.

Clark is recommending for the Spring 2021 semester that anyone living, learning, and working on campus wear a KN95 or similar quality mask, or, in lieu of that, to double mask as a means of providing additional protection.

Some things to know:

- **Fit matters.** For maximum results, a mask should entirely cover the nose and mouth and fit snugly around the edges of the face. When you breathe in, a properly fitted mask should flex in. When you breathe out, it should flex out.
- If you are using a cloth mask, be sure that it is ideally composed of **three layers** of tightly woven fabric and may include a pocket for adding a filter for more protection.
- **Clark is banning** the use of vented masks, as well as the use of gaiters and bandanas as mask substitutes. Please do not wear a scarf over your nose and mouth in place of a mask.

Mask wearing is one part of a comprehensive strategy to suppress transmission, along with social distancing, frequent handwashing, and other measures as outlined in [The Clark Commitment](#). This [NPR story](#) offers helpful tips about getting maximum protection from your mask. The World Health Organization has put together [a website](#) that includes brief videos detailing best practices for mask wearing.

Plexiglass barriers are not an adequate substitute for the protection offered by face coverings, because they do not restrict the release of airborne droplets. Such barriers are currently employed in spaces where adequate social distancing cannot be maintained. Plexiglass barriers also create new challenges for classroom sanitation. Therefore, we will not be installing barriers in our classrooms as they offer no additional protection beyond the combined use of face masks and social distancing

- Should you feel you need an alternative to an opaque face mask, please contact John Ohotnicky, University Registrar ([jrohotnicky@clarku.edu](mailto:jrohotnicky@clarku.edu)). We are in the process of purchasing masks with a clear front. Full face shields are not an adequate replacement for masks.

### Testing Protocol and Vaccinations (**updated** 2/6/2021)

Faculty who will be accessing any University facility will be required to participate in a once-weekly COVID-19 screening test. Details of testing hours are available [here](#). Even if one is able to secure a vaccine, you will still be required to participate in the weekly testing. Faculty should bring their spring testing at least 2 to 3 days in advance of their arrival on campus and receive a negative result prior to accessing University facilities.

The distribution of vaccines in the Commonwealth is being handled by the State Department of Public Health, therefore, the University is unable to provide vaccinations to our students, faculty, or staff. Please consult the State COVID-19 [web pages](#) for more information on vaccination distribution and qualifying criteria.

## Faculty Care Plans (updated 2/6/2021)

In the coming days additional information will be provided by the Dean of Faculty to more clearly outline official lines of communication and protocols for faculty who test COVID positive and may need additional classroom and/or personal support.

## Classroom Cleaning

Facilities Management will be conducting a thorough cleaning and sanitization of all classrooms daily. Once classrooms have been sanitized for the day, they will be locked until the next morning when the University will coordinate their unlocking. However, cleaning stations will be set-up at each location for students and faculty to wipe down all surfaces they use before class begins. Please plan for this added time during class (see note above about “Open Classrooms”). Depending on the solution used it may be necessary to leave the disinfectant on surfaces for a period of up to 5 minutes.

## Building Ventilation

Leading up to the fall semester, we assessed and optimized the ventilation systems in our highest-traffic and highest-priority gathering spaces: classrooms, dining, and large common-use areas. Wherever possible, we have increased levels of air flow and outside air, and ensured filtration is within the specifications for each system. Spaces in which ventilation remains a concern will be designated as inappropriate for group activities.

## Advising and Academic Policies

### Office Hours and Independent Coursework

In accordance with the University Health Plan, any meetings that can be conducted remotely should be done so. This would include advising appointments and courses that are more “independent” in nature, including, but not limited to directed studies, research based courses, and thesis/dissertation writing. However, if faculty have access to a large enough space (office or a departmentally owned room) that can ensure social distancing, they may offer this as an option to students, but not a requirement. **Students should feel free and safe to decline your offer if they are not comfortable.** We recognize it is difficult to balance safety with an excellent personalized experience that is Clark. As with all we do this semester, safety should be our first concern.

### Students, Course Modalities, and Program Requirements

As students begin to see course modalities, many will have questions about their courses. Some will want to reconfigure their schedules to either reduce the number of online courses or increase their online classes to remain home. As these questions come in, **we will direct continuing students who wish to change their course schedule to contact their faculty advisers first.** Faculty advisers who do major, minor, and concentration advising are best positioned to help students make informed decisions about course changes and requirements. **We ask that you respond to and assist your advisees as they reach out to you over the coming weeks.** The Academic Advising Office will continue to support students and faculty advisers alike, and will assist students who are unable to reach their faculty advisers. New first-year students will continue to work with their summer advisers and the Academic Advising Office.

There may also be cases in which students will inquire about **substitutions for requirements** if the courses they need to take are not offered in the modality they prefer or not offered at all. Faculty are encouraged to talk with department chairs and concentration directors about acceptable requirement substitutions for majors, minors, and concentrations for student cases that may necessitate them. Cases that involve requests for PLS substitutions should be reviewed by College Board as is our current practice for any exceptions to academic policy. Some have expressed the desire to allow students into their in-person or hybrid courses who are seeking a fully online experience. This will not be a required option for faculty as you have may have developed your in-person or hybrid course in a way that requires the weekly presence of students. Please see the “flexible modalities” options under the course modality section earlier in this guide.

### Part-Time Students

Students always have the right to seek approval for part-time status (fewer than 3 units) every semester. Please remember that students must submit a request for part-time status to Academic Advising at [advising@clarku.edu](mailto:advising@clarku.edu).

Part-time status will impact financial aid awards and students should be encouraged to discuss these impacts with their Financial Aid counselor.

### Summer Session (updated 1/30/2021)

With the approved February start of the spring 2021 term we will no longer have an opportunity for Clark’s traditional summer term running for 12 weeks incorporating 2, 6-week sessions.

UAB and the Graduate Board have approved an alteration to the summer academic calendar which will consist of one, 7-week long, term for online courses only running Monday, June 21 through Friday, August 6 (Monday, July 5 no classed due to the Independence Day holiday, obsv.) Grades due at noon, Friday, August 13.

### Add/Drop (updated 2/22/2021)

**March 3, 2021:** Last day of Add/Drop

**March 19, 2021:** Last day for Undergraduate Arts and Science Students to petition for a Late Drop without a recorded “W” (Withdrawal) on transcript

Recognizing that our semester is starting remotely and that some students may need to re-adjust their course load upon their return to in-person instruction, undergraduate students may petition the College Board Chair to drop an undergraduate course between March 4 and March 19 (after the regular Add/Drop period). Dropped courses during this period will not be issued a grade of “W” and will not appear on a students’ transcript.

Request for late drops will not be accepted after March 19.



Late drop petitions will be reviewed by the College Board Chair. This step is to help ensure that the late drop does not negatively impact the student's path to degree completion. The College Board Chair may reach out to students for additional information or to offer advice, and may also consult others (faculty advisers, etc) before approving. This is to prevent the Late Drop option from unintentionally dropping a student below full-time status or fully withdrawing from the university.

No registration late fees will be charged this semester.

Before you drop a course:

Please note that dropping courses may impact your enrollment status, which may impact your financial aid eligibility. Please consult with your Faculty Adviser or the Academic Advising Center ([advising@clarku.edu](mailto:advising@clarku.edu)) if you have questions about the impact on your status.

Please note, also, that there is no Late Add period. This is to ensure that undergraduate students do not start a course too deep into an already atypically scheduled semester. Students may not enter a course after the close of add/drop without the express consent of the faculty.

### Grade Modes and Pass/Fail (updated 2/16/2021)

UAB has already approved an extension of the spring 2021 due date to declare pass/fail grading from the third week to the fifth week of the semester: ending Friday, March 26 (this if for undergraduate students in undergraduate courses only). Please remember when advising students of this option that many programs have restrictions on the number of pass/fail courses that can satisfy requirements. In the spring 2020 semester we had extended the pass/fail deadline and suspended any restrictions concerning the number of pass/fail courses that could apply to their declared programs. In the fall 2020 semester the deadline was also extended, however, the decision to lift any restrictions was left to the academic departments.

### Course Completion Week (updated 1/30/2021)

This concept is no longer applicable for the spring 2021 semester, please see the section on final exams earlier in this guide.

### UAB and Graduate Board

UAB and the Graduate Board have been meeting continuously to discuss additional alterations to academic policies , communicated in the appendix.

### Advising Resources

We recognize that faculty advisers often receive questions that they may not be able to answer. Please keep in mind the following resources

- Registrar: [registrar@clarku.edu](mailto:registrar@clarku.edu)

- Financial Aid: [finaid@clarku.edu](mailto:finaid@clarku.edu)
- Student Accounts: [saccounts@clarku.edu](mailto:saccounts@clarku.edu)
- International Students and Scholars: [isso@clarku.edu](mailto:isso@clarku.edu)
- Dean of Students: [dos@clarku.edu](mailto:dos@clarku.edu)
- Dean of the College: [dean@clarku.edu](mailto:dean@clarku.edu)

## LEEP Student Success Network

The LEEP Student Success Network remains open, with the majority of services being offered in a virtual format. To get in touch with staff, please visit their websites for contact information or email the staff directly: <https://www.clarku.edu/offices/leep-student-success-network/meet-the-staff/>.

- Academic Advising: [advising@clarku.edu](mailto:advising@clarku.edu)
- Career Connections Center: [mflint@clarku.edu](mailto:mflint@clarku.edu)
- Community Engagement and Volunteering: [bgardner@clarku.edu](mailto:bgardner@clarku.edu)
- Peer Success Advising and Tutoring: [cbonin@clarku.edu](mailto:cbonin@clarku.edu)
- Prestigious Fellowships and Scholarships: [jrobert@clarku.edu](mailto:jrobert@clarku.edu)
- Quantitative Skills Center: [cbonin@clarku.edu](mailto:cbonin@clarku.edu)
- Student Accessibility Services: [tsawicki@clarku.edu](mailto:tsawicki@clarku.edu)
- Study Abroad and Away: [studyabroad@clarku.edu](mailto:studyabroad@clarku.edu)
- Writing Center: [jplante@clarku.edu](mailto:jplante@clarku.edu)

## Private Student Spaces

The University recognizes that students may need private spaces outside of their residence halls to conduct personal business (telehealth appointments, conversations with faculty and administrative offices, etc.), as well as access online courses or meet with study groups online. Goddard Library provides study rooms that may be used by individuals and are [reservable online](#), through the [library website](#). Keys to the rooms may be retrieved from the Information Desk on the 2<sup>nd</sup> Floor of Goddard Library. Individual students using the rooms must wear masks and are provided with supplies to clean the space upon arrival.

## Consortium Cross-Registration – HECCMA (**updated** 1/30/2021)

Consortium registrations continue to be restricted to fully online courses. As with the fall semester, HECCMA campuses are continuing allow TWO online courses, space permitting, for the spring semester.

## Faculty Policies (**updated** 1/31/2021)

### Personal Travel

If faculty travel for personal reasons, it is expected that they will follow [MA State travel guidelines](#) for self-quarantine upon returning to Massachusetts.

## COP Decisions that Have Clocks (**updated** 2/9/2021)

An updated COP statement is included in int's entirely in the appendix

## Childcare and Dependent Care

The Dean of Faculty and Director of Human Resources are co-chairing a Working Group on Caregivers to dependents to assess experiences and devise strategies for supporting work/life flexibility for caregivers to dependents. As the work of the task force progresses, it will be shared with faculty.

## The Library (updated 2/8/2021)

Goddard Library will open 7-days per week beginning February 22, 2021. In addition, the Archives Reading Room will be open from 10-4 Monday through Friday to provide socially distanced student study space.

Research services and instruction support will be primarily online, but study spaces and collections will be accessible as usual, with social distancing practices in place. Study rooms will be available for individual use only and are reservable from the [library website](#). Students and faculty may request research assistance at [Goddard Library Online Help](#) or by visiting the library website.

The library has increased access to digital content through several new subscriptions: [Cambridge University Press Journal Collection](#) (380+ full-text peer-reviewed journals) [Academic Video Online](#) (7,000 streaming videos across disciplines), [EBook Central Academic Complete](#) (66,000+ full text electronic books across disciplines), and mediated access to [Kanopy](#) streaming video service (place requests for unlimited access directly through the Kanopy website). Full-text to [library-subscribed content may be linked through Moodle](#) so that students can connect seamlessly to content from anywhere.

Frequently asked questions about hours, reserves, streaming video access, electronic books, and more may be found at <https://clarku.libguides.com/spring2021>. Please direct questions to [library@clarku.edu](mailto:library@clarku.edu) or contact University Librarian, Laura Robinson, at [larobinson@clarku.edu](mailto:larobinson@clarku.edu).

## Research Activities (updated 1/30/2021)

Research laboratories are currently open on a limited basis for and are restricted to the faculty, staff, and graduate students with physical and temporal distancing. We are watching the community numbers to gauge the timing to return to the plan equivalent to the fall-semester plan involving undergraduate students, and will be communicating the start date in due course.

Student research spaces: Many departments have spaced dedicated to graduate and undergraduate students (e.g., graduate student offices). Use of these spaces was restricted over the summer, and is limited in the fall and spring. This spring:

- Each department must continue with the departmental plan submitted in the fall that incorporated the planned usages (with physical and temporal distancing).

Travel for professional purposes continues to be restricted until further notice. If you travel for personal reasons outside New England area, we ask you abide by the Commonwealth of Massachusetts guidelines, which may require you to self-quarantine for 14 days before returning to campus.

Face-to-face human subjects research continues to be restricted until further notice. If you have any questions, please contact the IRB office, [humansubjects@clarku.edu](mailto:humansubjects@clarku.edu).

## Campus Events

In accordance with the University Health Plan, major events should be conducted remotely when possible or cancelled. It is possible, however, that select small internal events may be held. Additional guidelines and procedures are currently being developed and will be shared when approved.

# Appendix

## Frequently Asked Questions

### In-Person Classroom Management

Q: Am I required to wear a face mask or if teaching in person?

A: Yes. Our health plan requires face masks be used in the classroom for both faculty and students. Faculty who cannot wear face masks due to health issues should plan to teach online. While tight-fitting facemasks are the preferred option, faculty may contact the Registrar for possible alternatives. Masks and are intended to limit you inhaling respiratory aerosols and supplement social distancing.

Q: Will the university provide a face mask or other personal protective equipment for me if I am teaching in-person?

A: We expect faculty to provide their own face mask. However, Clark will have back-up face masks available on an as-needed basis and will provide one cloth mask.

Q: Can I go to the classroom early to prepare for the class?

A: Yes, but please minimize the time as much as possible to reduce overlaps.

Q: How will classrooms be arranged to enforce distancing with movable desks?

A: In some classrooms, chairs and tables will be removed and either stored or used in other spaces being pressed into service as classrooms. In classrooms with permanent furniture (e.g., Jefferson 320) seats will be taped off. Fixed seat spaces will be evaluated individually and the rooms will be de-densified accordingly with seats marked where student can sit. Once room capacities have been finalized the list will be posted and each room will have its capacity posted. Again, all will be asked to space themselves out.

Q: Can I keep the windows open in a classroom even if AC/heater is on?

A: We continue to move forward with a review of ventilation in our instructional spaces. We hope that the results of this investigation will inform which spaces can be scheduled in what ways, and what if anything can be done to increase ventilation where it is poor. Clark has hired outside firms to thoroughly measure and diagnose the fresh air delivery rate on a room by room basis and improve it with fine-tuned adjustments where possible. The work is expensive and time consuming and we may not have all of the information we need before classroom assignments are issued. The Registrar's Office is aware of the possible need to re-assign classrooms throughout the summer as ventilation information becomes available and we hope to use the early results to predict how rooms should be scheduled throughout many of our buildings. We learned from Facilities Management that all of our buildings have at least some kind of ventilation system, so no buildings have been ruled out at this time. If rooms need to come offline, we may be required to reevaluate the modalities or days/time of some courses.

Q: Who is responsible for cleaning equipment in class (e.g., computer)? Do I bring wipes from the department and wipe off before and after use?

A: Facilities Management will be conducting a thorough cleaning and sanitization of all classrooms daily. However, cleaning stations will be set-up at each location for students and

faculty to wipe down all surfaces they use before class begins. We recommend at the beginning of each class, the professor clean his/her space while students do the same for their spaces. Faculty should be aware that for this cleaning to be effective it is necessary to leave the disinfecting solution on surfaces for a period of time, which depends on the specific disinfectant. So, faculty and students need to plan for this process taking some time, perhaps as much as five minutes.

Q: Do I need to shorten my class to avoid overlaps with other classes?

A: No, but please avoid going over the allotted time slot to ensure that your class has ample time to exit before the next class comes in.

Q: Do we need to instruct students to stagger their entry/exit to/from the classroom?

A: Everyone—students, faculty and staff—will have to learn to move with greater distances between people. This will slow down movement. People will have to plan for the extra time needed.

Q: What if I have students who are not wearing a mask?

A: Every Clark student will have signed the Clark Commitment, and it states that masks are mandatory on campus. Thus, you are authorized to ask (nicely) the student to leave and return with a mask

Q: Do students need to social distance among themselves even during group discussion sessions?

A: Yes.

Q: I have a TA and/or PLA(s) assisting with my hybrid or in-person course. Can I use them to proctor the in-person sessions while I teach remotely?

A: For a variety of reasons, PLAs should not be left to run a class alone without the instructor of record, an equally credentialed substitute faculty member, or an Instructors' Supervisory Assistant (IAA) physically present in the room with them. IPAs are a new category created to assist with special circumstances in which it is not possible for the faculty to teach a course that requires an in-person modality. Please contact the Provost about the process for hiring an Instructors' Supervisory Assistant (ISA). Please refer to the Faculty Guide to Using PLAs handbook for more details about use of PLAs. Contact the Dean of Research & Graduate Studies about appropriate uses of TAs.

Q: What is the plan for library reserve reading and other resources? Can the library scan books over the summer? Are there copyright issues to keep in mind as we plan our syllabi? Can we get additional eBook licenses so that students can access reserves remotely? What about subscription services? Would it be possible to circulate a list of available resources?

A: Please refer to this [libguide created by Laura Robinson](https://clarku.libguides.com/fall2020) to learn about the most current information on library resources; this guide will evolve as additional decisions are made: <https://clarku.libguides.com/fall2020>

### **Comportment Outside of Class: (Meetings/Office Hours/Advising)**

Q: Can I have face-to-face office hours/directed readings/consultation if we wear masks and social distance, provided both parties agree to do so and I have sufficient space to social distance?

A: In accordance with the University Health Plan, we recommend that any meetings that can be conducted remotely should be done so. However, we also recognize that it may be in a student's or a faculty member's interest to conduct meetings face-to-face. This is allowed provided university protocols requiring social distancing (6-foot separation) and use of masks are followed, and provided both parties are comfortable meeting face-to-face.

Q: Will students on campus be permitted to meet in small groups (beyond scheduled discussions) to do group work? May faculty include group work as part of a course syllabus?

A: Yes, so long as social distancing protocols are followed. Clark has secured a site license for both Zoom and Microsoft Teams so students will have that technology at their disposal to also meet, along with all the other consumer technology they use (Facebook, Google Meets, WhatsApp, etc...).

Q: Will there be sanitation stations positioned throughout the campus stocked with hand sanitizer and masks? Will we know before the start of classes (perhaps have a map) of where those sanitation stations are located if we need to refer students or others who have misplaced their masks?

A: Hand sanitizer stations have been installed in various locations on campus. However, please note that washing hands with soap and water is far more effective than using hand sanitizers. We purposely did not locate some hand sanitizers near restrooms for that reason – to encourage hand washing rather than resorting to hand sanitizers. Only use hand sanitizers when hand washing is not possible.

### **Academic Policies and Student Assessment**

Q: Given the ongoing pandemic, are faculty expected to continue “radical sensitivity and flexibility” in our assessment of student performance?

A: As of the summer term, we have returned to our normal grading practices. Students still have the option to request the pass/fail option each semester by the deadline (see above). Please remember when advising students of this option that many programs have restrictions on the number of pass/fail courses that can satisfy requirements.

Q: Will large group exams be permitted during the semester if physical distribution of the students can be insured?

A: This depends on space availability and demand, so we do not have firm information on this yet. Currently the largest group we are allowing is 50 students.

Q: Will resources be made available to provide an alternative to un-proctored final exams during “course completion week”?

A: Clark does not have or recommend the use of proctored online exam services. These typically require the student be filmed for the time it takes to take the exam and can create issues around privacy. For assistance in thinking through alternatives to traditional exams to assess

knowledge, please contact the ITS Help Desk ([helpdesk@clarku.edu](mailto:helpdesk@clarku.edu)) to be connected with Academic Technology, or contact CETL.

Q: Are we going to be able to change our class schedules even though students are already registered?

A: If we open on-campus, the hope and aim is for most classes to meet as scheduled with the students that have already registered for them. Some reorganizing of the class schedule may be required, but we are trying to limit this.

## **Research On Campus**

Q: Can I re-open my campus-based lab?

A: Research laboratories opened on a limited basis on June 1<sup>st</sup> for Biology, Chemistry, and Physics with each department submitting a departmental plan that incorporate physical and temporal distancing. If your lab has not gone through the process, please contact your department chair so that your laboratory is part of the departmental plan for the fall 2020.

Q: I have student researchers who will need to conduct research in spaces on campus; what is the protocol for this?

A: To allow graduate and undergraduate students to use their dedicated spaces (e.g., graduate student offices), each department must incorporate the planned usages (with physical and temporal distancing) as part of their departmental plan for the fall. Usage of these spaces are restricted over the summer.

Q: My research involves travel, and is funded by non-university sources. Do the travel restrictions still apply?

A: Travel for professional purposes (research, conferences, etc.) continues to be restricted until further notice, regardless of source of funding. If you travel for personal reasons outside the New England area, we ask you abide by the Commonwealth of Massachusetts guidelines, which may require you to self-quarantine for 14 days before returning to campus. This restriction can change; always check the most recently updated [MA State travel guidelines](#).

Q: My research involves human subjects. Can I continue my face-to-face research if it is possible to do so following social distancing protocols?

A: Face-to-face human subjects research continues to be restricted until further notice. If you have any questions, please contact the IRB office.



## Privacy Statement for Remote Learning

### Clark University Office of the Registrar<sup>1</sup>

While this statement is specifically meant to address concerns relative to remote learning, engagement, and communications, it is important to remember that the University's [Appropriate Use](#) policy is always in effect.

Zoom meetings (or any other remote conferencing service), and their corresponding recordings, including transcripts of chats and discussions, are considered “education records” and therefore covered under FERPA (see below). Please note that when sessions are being recorded, all participants will see a notification on their screen. It is a best practice, however, to announce your intention to record your sessions. Students’ participation in the session will be an assumed consent to the recording. Recordings may not be made available to a wider audience, other than those officially participating in the course, without prior consent from the student.

If recordings will be subsequently made available to the class for review or a later playback, the recording should be accessible only to the members of the class through a valid means of authentication. When recording Zoom class sessions, you will have two options – Record to your Computer or Record to the Cloud. ITS’s recommendation is to record to the Cloud. This will save your recordings to Panopto – Clark’s internal video streaming service. By default those recordings will be available only to you. However it will be easy to then move those recordings from your private Panopto folder, to your Course Panopto folder. This will allow us to protect our students’ privacy by restricting these recordings to the students enrolled in your course, and will make them easily available in Moodle. [Click here for more information on how to move your recordings in Panopto.](#)

Restricting access to only those student registered applies for recordings that include student images and/or voice and written comments. Faculty are free to post videos of themselves on more public sites (Youtube, etc....) provided there is no reference, images, or comments by or about specific students. Faculty should take care to control who has permission to record the session. Recording should only be limited to the host of the session to ensure proper reposting. Students should not use any other forms of technologies to independently record remote sessions.

\* \* \* \* \*

The Family Educational Rights and Privacy Act (FERPA) is a Federal law that protects the privacy of student education records (20 USC § 1232g; 34 CFR Part 99). The law applies to all educational agencies and institutions that received funds under any program administered by the Secretary of Education and requires prior consent before any agency discloses PII from education records, unless an exception exists under the law. The applicable exceptions would be 1) the release of institutionally defined “directory information” or 2) releasing information to those who have a “legitimate educational interest.” The term “education records” is defined, with certain exceptions, as those records that are: 1) directly related to a students; and 2) maintained by an educational agency or institution. The term “PII” refers to a student’s name or identification number, as well as other information that can be used to distinguish or trace an individual’s identity.<sup>2</sup>

---

<sup>1</sup> In consultation with Clark University Legal Counsel.

<sup>2</sup> Adapted from Student Privacy Policy Office, FERPA & Coronavirus Disease 2019 (COVID-10), Frequently Asked Questions (FAQs), March 2020.

## UAB Statement

### Guiding Suggestions & Temporary Policy Adjustments for Undergraduate Education for the Upcoming 2020–2021 Academic Year

To the Clark Faculty  
From UAB  
Aug 14, 2020

[This version contains expanded language to clarify the section on recording classes. All other sections are identical to the original July 26 version.]

Dear Colleagues,

We all realize that this coming year is going to be an unusual one. UAB has been following the situation through the summer, and would like to take this opportunity to announce some broad guidance for faculty as well as minor adjustments to undergraduate academic policy that will be implemented. Our goal in making these changes now is to try to be get ahead of some potential issues and to reduce the amount of confusion and changes to policy during the semester.

We recognize that this is going to be a challenging year, and that it will be impossible to fully satisfy 100% of the members of the Clark community. We hope the items in this document can help the majority of faculty to find a good balance that will be most beneficial to most of their students without overwhelming the faculty members in the process. Grad board has also been considering similar questions about graduate courses, and will report separately.

#### Core Identity

Faculty–student interaction is a core aspect of Clark's undergraduate academic identity. It is an indispensable aspect of how people view Clark, and it is what students expect from their Clark education. Many students do not see asynchronous interaction as an acceptable way for classes to meet this expectation. To maintain our core Clark identity, all undergraduate courses should include some opportunity for synchronous interaction between the students and faculty.

#### Accommodation Request from Students in Exceptional Circumstances

We recognize that some students are not going to be able to take classes in an ideal, regular way this semester. We anticipate that students will request various accommodations from their professors this coming year. In assessing these requests, we can be guided by Clark's current policy, which states that accommodations "should not fundamentally alter the essential elements of your curriculum." We recommend that each department proactively articulate before the semester begins what are the essential elements of their courses that cannot be removed from the course by student accommodation requests. Having this work done ahead of time will enable faculty to apply these decisions uniformly and with the authority of the full department behind them.

Of course faculty should be prepared for the event that circumstances may force courses to become online-only, as happened last spring, but we should never the less be setting up our courses in ways that maintain their core elements for as much of the semester as possible.

We also recognize that some students may begin the semester with the intent of full in-person participation, but will then have to miss portions of the semester for quarantine or other reasons. For individual student absences, faculty should treat these situations the same way as they would in a regular semester. The results will depend on how much work was missed, how much can reasonable be made up, etc. If many students from an individual course end up having attendance issues, the faculty will have to decide when to stop considering these circumstances as individual student issues and when to consider adjusting how the full class is being offered.

### *In-Person Participation*

For courses that are being offered fully or partially in-person, UAB believes that it is within the faculty member's discretion to say that in-person participation is an essential element of the course. While for some courses, it may be easy and academically acceptable for a student to participate exclusively virtually, for other course an absence of in-person participation may compromise the course. Faculty should not feel pressured to give students the option to take every course virtually.

### *Synchronous Participation*

For courses that involve substantial discussion of material, UAB believes that it is within the faculty member's discretion to say that participation in synchronous portions of the course is an essential element of the course. For some courses, discussion is less critical, whereas for others it is the main part of the course.

### *Zoom Sessions*

We anticipate that zoom-style synchronous distance interaction will be incorporated into a number of courses. The default should be for all students to have their video turned on during zoom sessions. Zoom class sessions should mimic in-person class sessions as much as possible, and video makes the zoom sessions feel more real and feel more legitimate as a class experience. Faculty will benefit from the visual clues of the audience and use that to make a better and more interactive experience. Students should be devoting their full attention to the class, and the video will hold them to that expectation. Of course there may be some moments when faculty decide it is better to have students turn off video, for example for technical reasons in large lecture classes, but students should still be ready to turn on their video if asked.

Some students may request ahead of time an accommodation to not have to use video, which may be reasonable for technical or personal reasons; however, this should be the exception rather than the norm. (For privacy, the rest of the class can be told that the student's reason is technical even if it is personal.) Students who are excused from using video should still be expected to be present, engaged, and ready to participate via audio or chat.

### *Recording Class Periods*

It is likely that during the upcoming year there will be more students than usual who end up having to miss class periods. Indeed if students are experiencing COVID-like symptoms, they should be

encouraged to promote the health and safety of the community by not attending in-person class periods. In an effort to serve students who do not attend synchronous class sessions, many faculty are considering whether or not to record their class periods. Recording class periods is one way to provide access to course content, and there are also a variety of other ways to do this. Recording class periods brings along with it some complex and nuanced issues that faculty should consider before making decisions about if, when, and how they use recording in their courses.

A main concern to consider is student privacy. If a faculty member chooses to pre-record a lecture or record a lecture-only portion of a class in which only the faculty member is recorded, that is very different than choosing to record an interactive portion of a class period in which students are also being recorded. As we have been informed by Clark Administration, Massachusetts's two-party consent laws do not apply to classroom settings and therefore faculty do have the legal right to record students in their classes without their consent; however, we want to make sure that faculty are very cautious about doing this and remain aware of student privacy concerns. We do not believe that students should be forced to be part of a class recording.

There are a variety of reasons why a student might not want to be recorded. Sometimes these reasons might involve private personal situations such as immigration status. In many other cases these reasons will center around helping students to feel comfortable participating in the course. Engaging in Clark courses forces students to be vulnerable. In some classes we ask students to engage in deep discussion by forming and expressing opinions about challenging and potentially sensitive topics. In other classes we ask students to share that they are struggling to answer questions that have clear correct and incorrect answers. Both types of participation involve courage, and forcing students to be recorded in those situations is likely to decrease participation for some students and negatively impact the overall class dynamic. Being forced to be recorded may even cause some students to choose to skip class and just watch the recording of other students participating instead.

For any recordings being made during class, either including students or not, the students should be fully informed ahead of time that the recording will be happening so that they can have a chance to make their own decision about how / if to participate. If students are being recorded, there should be a way for students to participate without being recorded, such as by submitting comments via anonymous chat, being able to sit in a portion of the room that is not video recorded, having an anonymous zoom identity, or having the recording paused when students are participating. A situation in which students opt-in and give permission to be recorded and feel comfortable having the option to not opt-in is much better than one in which the default is to record everyone and put the onus on students to opt-out. For courses that include participation grades, there should be an equitable grading format that does not penalize students for not wanting to be recorded.

For recordings that do include students, it is not allowed, by law, to make these recordings available to people outside of the class, so faculty members should only post these videos to private servers such as Moodle or Panopto. Faculty members should be aware, however, that every student who has access to these videos does have the computer technology to copy a screen recording of them and redistribute them, so just because the faculty member posted it securely does not mean that it is fully contained. The same is true for live-streams of in-person or virtual classes; students do have the technology to record and distribute videos of those streams. Faculty should discuss privacy concerns and proper use of the class recordings with their students before implementing any of these technologies.

A separate concern is faculty privacy. No faculty members should feel that they are being pressured to record their classes. Each individual faculty member, in particular those who are pre-tenure, part-time, contingent, or from marginalized groups, should make decisions that make them feel most comfortable as part of the Clark community. Similar issues have been discussed this summer in regard to recording the faculty assembly meetings.

[Like the rest of this document, this section was written by Clark's Undergraduate Academic Board, and it is intended to guide undergraduate education at Clark. Graduate level courses are under the purview of The Graduate Board.]

#### Course Completion Week (updated 1/30/2021 - No longer applies to spring 2021 semester)

~~— The academic semester is intended to be 14 weeks, so all courses should plan on incorporating the course completion week in some way. To offer the greatest amount of flexibility, faculty are free to utilize the course completion week as they see appropriate; however, the days and times assigned to courses should still be honored to avoid creating any potential conflicts for students. The University has decided to not schedule 2-hour exams blocks as it has traditionally done, as it is believed that keeping the regular weekly schedule will be more beneficial to the bulk of the offered courses. We recognize that not having longer exam blocks will be inconvenient to some, but we hope that most of the courses with final exams may be able to split the exam into two smaller exams that can each fit within a class period. Projects, papers, final lectures/class meetings, problem sets, multi-part exams and other activities that can be done effectively in a remote format will be especially well matched to this final week of the semester.~~

#### Comprehensive Final Exams (updated 1/30/2021 – No longer applies to spring 2021 semester)

~~— Clark's normal policy states that "Final examinations are given at the end of most courses ... Approximately one week is set aside for each examination period ... Comprehensive final exams may not be given (or due) during the last week of class or during the scheduled reading period." Due to the adjustments that have been made to the standard academic calendar, there is no longer an in-person final exam week. To allow faculty the opportunity to administer proctored, in-person final exams, which many faculty believe are more accurate assessments compared to take home or online exams, the prohibition against administering comprehensive final exams during the last week of classes will be suspended for this semester. If a course does administer a cumulative exam during the 13th week, the course should still utilize the course completion week for something instead of just ending after the 13th week.~~

~~— Faculty choosing to administer final a final exam in this format will not be given a longer time block, but will have to make do with the scheduled class period. Students should not be skipping one class to take an exam in another. Requests for larger rooms or extra space cannot be guaranteed.~~

#### Reading Days (updated 1/30/2021 – No longer applies to spring 2021 semester)

~~— The Monday and Tuesday of the Thanksgiving week are currently scheduled as reading days. In general, reading days are intended to give some time between the last day of class and final exams, which students can use to prepare for the exam. If faculty do choose to administer a comprehensive exam during the end of the in-person portion of the semester, it is recommended to build a space into the curriculum to give some time between the last class of new content and the comprehensive exam day. For a MWF class, for example, this might mean having the Wednesday as a review day before the Friday exam.~~

Pass / Fail Grading (updated 1/30/2021 – extension has been approved to March 23, 2021)

Last spring the University made an emergency transition to allow students to select pass / fail grading late in the semester. For the upcoming year, we will return to the normal pass / fail selection policy, which is copied below.

"The Pass/Fail Option: This option uses the symbols P and F. P indicates work at a level of C- or better. Neither the P grade nor its credit is included in the calculation of the grade-point average. Performance below a C- results in a Fail (F) grade. Students must choose this grading option within the first three weeks of the semester. Many departments will not permit students to complete major courses with a P grade. Students must consider this before electing a P/F grading option."

Flexibility for Graduation Requirements

We recognize that there will be some non-ideal outcomes during this coming year. We anticipate that College Board will be flexible and fair in terms of responding to student petitions. For example, if a student is unable to take a particular course that is needed for a PLS or major, because the class was cancelled or because the student could not attend it, then we hope that appropriate substitutes will be able to be approved by petition.

Consortium Enrollment

UAB and the Provost have made a request to the Higher Education Consortium of Central Massachusetts (HECCMA) to temporarily increase the number of consortium registrations that are allowed for each student. Normally it is 1 per semester, and we have requested an increase to 2 per semester. Consortium registrations have already been restricted to fully online courses. The goal of our request is to provide more options to students who cannot or choose not to attend in-person courses, and also to provide more options to students for whom a required course ends up being cancelled at Clark for whatever reason.

The following HECCMA campuses have approved our proposal to expand cross-registration to TWO online courses, space permitting, for the Fall 2020 semester only (updated 1/30/2021, two course increase continues for spring 2021 semester):

Anna Maria College  
Assumption University  
Becker College  
Clark University  
College of the Holy Cross  
Quinsigamond Community College  
Worcester Polytechnic Institute (for the entire academic year, 2020-2021)  
Worcester State University

## Graduate Board Statement

To: Clark Faculty

From: Grad board

About: Temporary Policy Adjustments & Guidelines for the Upcoming 2020–2021 Academic Year

Date: July 21, 2020

Dear Colleagues,

Given the unusual circumstances and challenges of the incoming academic year, graduate board has developed guidance for faculty engaged in graduate-level teaching. Our goal in generating these guidelines now is to drive the implementation of a consistent set of practices and policies for the incoming academic year.

### Modes of instruction, interaction and evaluation.

Graduate board recognizes and fully supports the individual Instructor's right to design and teach courses in ways they consider the most effective for achieving their learning outcomes. This includes managing and fostering interactions among peers and with the instructors in the format and timing that is most conducive to the specific goals of the course. This independence extends to the modes and timing of course evaluation. Given the space and schedule restrictions of the Fall 2020 semester, instructors should keep in mind the logistical restriction requiring that all proctored exams be confined to the scheduled time periods.

### Course completion week (updated 1/30/2021 – No longer applies to spring semester)

~~The academic semester is intended to include 14 weeks of engaged time, thus all courses can use the completion week as an active part of the course. Projects, papers, problem sets, and other activities that can be done effectively in a distanced format will be especially well matched to this final week of the semester. No exam blocks will be scheduled beyond the assigned days and times for course. During the course completion week, faculty may continue to use their assigned time for instruction, or to complete multi-part final examinations. Maintaining the assigned days and times will avoid any undue conflicts on students' time.~~

### Timeline for meeting graduate program's milestones and requirements

Given the unusual circumstances for AY 20/21, students may be unable to complete or enroll in the courses that are required by their specific graduate programs. During this time period, graduate programs may relax their departmental deadlines and time limits for completion of milestones and course requirements. University deadlines for submission of theses/dissertations and completion of degree requirements for conferral of degree remain the same as in other years. Enforcement of traditional deadlines of fulfillment of graduate program requirements would be expected to go back to University-approved standards once course availability and instruction modes have returned to normal.

### Explicit guidelines on suitability of courses to be completed in completely remote format

Some courses may have been designed to require an in-person or synchronous discussion component that is not suitable for a remote asynchronous format. In those cases, the course's syllabus should describe in unambiguous terms the need for the synchronous component. This will allow both students and academic advisors to select the courses that are better suited for individual needs.

### Accommodation requests

In the event of family- or health-related changes in their circumstances, students should be able to request reasonable accommodations to complete course work remotely. If a course is not compatible with fully remote completion, this should be clearly indicated in the syllabus and students should be advised accordingly during the registration period.

In assessing these requests, Clark's current policy states that accommodations "should not fundamentally alter the essential elements of your curriculum." We recommend that each department proactively articulate before the semester begins what are the essential elements of their courses that cannot be removed from the course by student accommodation requests.

For individual student absences, faculty should treat these situations the same way as they would in a regular semester. The results will depend on how much work was missed, how much can reasonable be made up, etc. If many students from an individual course end up having attendance issues, the faculty will have to decide when to stop considering these circumstances as individual student issues and when to consider adjusting how the full class is being offered.

### Academic integrity

Should instances of academic integrity issues arise, please refer to the graduate policy in the academic catalog. Graduate Board will be developing a language for the process moving forward. For 2020-21, the process employed will be the program chairs forming a 3-faculty committee to evaluate the cases to make determinations. Any appeals should be made to the area dean/director.

(<http://catalog.clarku.edu/content.php?catoid=26&navoid=2179&hl=graduate+policy&returnto=search#academic-integrity>)



## COP Policy Responses to Disruptions Caused by COVID-19 (updated 2/9/2021)

*Note: This document builds on COP's Spring 2020 policy statement (see Spring 2020 statement immediately following this update).*

### Concerning Pre-Tenure Faculty (Reappointment and Tenure Decisions):

#### **Scholarship/Creative Work**

The COVID-19 pandemic continues to have a significant impact on faculty members' ability to carry out and publish their scholarship and creative activity. For this reason, COP advises the Administration to grant automatically an additional one year extension to the appointment of any faculty member who requested an extension for their reappointment decision or tenure decision for AY 2020/21. Likewise, faculty members with tenure or reappointment decisions scheduled between AY 2021/22 and AY 2025/26 will automatically receive a one-year extension of their appointment. Any faculty member who wishes to opt out of either of these extensions (i.e. to *decline the extension*) should make this known to their Department Chair and the Provost and/or Dean of the Faculty by May 1, 2021. Our intention is for COP to re-evaluate this policy in Fall 2021 and each fall thereafter based on progress toward a vaccine and other COVID-related developments.

COP believes that uniformly extending the appointments of pre-tenure faculty by one year (with the option to opt out) treats faculty with a maximum of fairness. Making this an "opt out" policy avoids stigma and reduces any perceived pressure on pre-tenure faculty to reveal personal matters. By contrast, attempting to adjust standards for tenure across disciplines, to instruct external reviewers in that regard, and to adjudicate the differential impact of COVID on faculty with caregiving and other unevenly distributed burdens struck us as a process that could prevent COP from fulfilling its mandate "to guarantee...for the individual faculty person a maximum degree of fairness."

That said, COP recognizes that it is undesirable for pre-tenure faculty to remain in "limbo" indefinitely. We therefore recommend that *Faculty Annual Reviews* and *Chair's Reviews of Faculty* continue for faculty whose appointments have been extended. This will enable Chairs and the Provost to encourage pre-tenure faculty to initiate the consideration of their reappointment or tenure case as appropriate vis à vis the current standards in their particular discipline or field (as these may shift, depending on how long the pandemic continues).

COVID is affecting disciplines across the academy, from the closure of exhibit spaces for visual artists to the shuttering of labs for natural scientists, from the inaccessibility of archives for historians to the impossibility of participant observation for social scientists. COP thus encourages departments to push their respective professional associations to develop standards for external reviewers to use when evaluating the "COVID period" in people's academic histories, and to acknowledge the changing domains of modern publication (e.g. digital journals, on-line exhibits/productions) and educate their membership about these emerging norms.

COP encourages case-writers and faculty members to use the narrative portion of the case, as well as the research and teaching statements, to discuss -- as they would typically do -- any challenges to productivity and teaching, as well as innovative and successful research/creative and pedagogical efforts during the period being evaluated. COP is concerned that a policy of including a separate "COVID impact statement" with each case might pressure faculty into disclosing a level of personal information that many may not be comfortable disclosing and that would be beyond COP's capacity to adjudicate.

## Teaching

As explained in COP's Spring 2020 memo (see Appendix), unless a faculty member explicitly requests otherwise, COP will ignore all UWTE information about faculty teaching for Spring 2020 in all future COP deliberations, and COP requests that departments exclude UWTE information for Spring 2020 from cases submitted to COP and from other faculty review processes unless a faculty member explicitly requests otherwise.

With regard to the inclusion of teaching evaluations from Fall 2020 onward, COP will proceed as follows: The case of a faculty member coming up for reappointment review or tenure must include at least four (but no more than six, as per the COP Guidelines) semesters of teaching evaluations. This is in addition to the obligatory two teaching observations and a description of other holistic efforts to evaluate teaching, as specified in the COP Guidelines. Faculty members who have chosen to extend their pre-tenure appointment period will be able to choose which four to six semesters of teaching to include in their case (for faculty members being considered for tenure, the semesters chosen cannot overlap with those included in their reappointment review). In the event that the candidate has only completed three eligible semesters of teaching (due to the exclusion of Spring 2020's UWTEs), the case should include analysis of the teaching evaluations of courses taught in the fall semester of the academic year in which the case is coming to COP (inclusion of the fall evaluations is a fairly common pre-pandemic practice).

### Concerning Post-Tenure Faculty (PTR, SSI, and Promotion to Full Professor Decisions):

COP is mindful of the fact that COVID has also interrupted the productivity of tenured faculty. Faculty members due for a post-tenure review (PTR) in Fall 2021 can get a one-year extension upon request. Faculty seeking an extension should make this known to their Department Chair and the Provost and/or Dean of the Faculty by May 1, 2021. An extension of the PTR period also necessitates an extension of the SSI (Scheduled Salary Increase) period, so faculty making this decision should weigh the benefits of delaying the PTR while recouping productivity against the disadvantages of putting off their SSI review.

As with reappointment and tenure cases, COP encourages PTR case-writers and faculty members to use the narrative portion of the PTR, as well as the faculty member's reflective statement, to discuss -- as they would typically do -- any challenges to productivity and teaching, as well as innovative and successful research/creative and pedagogical efforts during the period being evaluated.

With regard to faculty seeking promotion to Full Professor, COP likewise encourages case-writers and faculty members to use the narrative portion of the case, as well as the faculty member's teaching and research statements, to discuss -- as they would typically do -- any challenges to productivity and teaching, as well as innovative and successful research/creative and pedagogical efforts during the period being evaluated. Case writers are also encouraged to use the narrative portion of the case to draw COP's attention to any significant reallocation of the faculty member's time commitment across the three areas of faculty responsibility (teaching, research, and service) during the pandemic.

In that context, COP also wishes to remind faculty of this section of the COP Guidelines:

3.1.4. Concerning promotion to the rank of Professor, COP wishes to make note of the following with respect to the possible promotion of associate professors who have been in rank for a long period. In some instances, a combination of continued excellence in teaching and contributions significantly beyond the normal expectations to the essential work of the University may be

used to complement a record of scholarship which otherwise might be insufficient for promotion to full professor. (COP Guidelines, April 20, 2020)

Finally, recognizing the challenges inherent in teaching during the first year of the pandemic, COP recommends that faculty members planning to come up for promotion to Full Professor between AY 2021/22 and AY 2026/27 be allowed to exclude from consideration three semesters of teaching (Spring 2020, and AY 2020-21).

#### Concerning Teaching in General:

COP recognizes that all faculty members are teaching in new modalities during the COVID pandemic; while on-line and hybrid modalities of teaching are new to most faculty, even in-person teaching is different from what it was before COVID. A faculty member's mode or modes of teaching -- on-line, hybrid, or in person -- will have no impact on COP's deliberations with regard to reappointment, tenure, and promotion cases, or with regard to faculty awards.

COP also acknowledges that the time and effort many faculty members have expended on developing their courses and acquiring proficiency in new pedagogical modalities has necessarily taken away from the time they otherwise would have spent on research or creative work. In the consideration of cases going forward, COP anticipates that significant efforts in adaptive teaching and advising during these challenging times will compensate for demonstrably temporary lapses in scholarship and creative work.

Given that faculty members' success in remote teaching may vary greatly depending on the subject matter of the course (e.g. painting or lab work vs. traditional lecture/discussion), and entails reliance on factors that faculty cannot always control (e.g. functional technology), COP reminds case-writers to be attentive to the university's movement toward a more holistic evaluation of teaching, as described in Section 5.1.11 of the COP Guidelines (April 20, 2020).

#### Concerning Sabbaticals:

According to existing policy as specified in the Faculty Handbook (Section II. F. 2. "Sabbatical Leaves..."), tenured faculty can accrue no more than 13 "units" (full-time teaching semesters) of sabbatical eligibility. Given that faculty members may wish to delay their sabbatical due to the impact of the pandemic, COP recommends that the accrual limit be extended to 16 units for tenured faculty who are eligible for sabbatical between AY 2021/22 and AY 2026/27, so that they can delay a sabbatical by up to two years without penalty.

The existing policy for pre-tenure sabbaticals remains unchanged. A faculty member is eligible for pre-tenure sabbatical immediately upon successful completion of the third-year (reappointment) review; that sabbatical can be delayed in accordance with the preference of the faculty member in coordination with their Department Chair.

## **Appendix: COP's Spring 2020 Policy Statement**

### **COP Policy Responses in Light of Disruptions Caused by COVID-19**

#### *Concerning the Administration of the UWTEs for Spring 2020:*

COP recognizes that the abrupt requirement for faculty to retool and deliver their courses online in mid-semester may have negative effects on the results of student evaluations of their teaching for Spring 2020. We also need to recognize that all faculty members put enormous efforts into this change, and that a large number did so with great success—and that their UWTEs may reflect this success.

For this reason, unless a faculty member explicitly requests otherwise, COP will ignore all UWTE information about faculty teaching for Spring 2020 in all future COP deliberations, and COP requests that departments exclude UWTE information for Spring 2020 from cases submitted to COP. COP also advises departments and the academic administration to likewise ignore all UWTE information in the annual faculty review process and all other faculty review processes—unless a faculty member explicitly requests otherwise. We also encourage case writers and faculty members to use the teaching statement and case summary to contextualize any particular challenges due to the pandemic that may affect teaching beyond this semester, and/or to discuss particular teaching efforts and successes with these efforts during this time.

If a faculty member does want information from Spring 2020 UWTEs included in any evaluative process, that faculty member should make this request to his/her/their department chair at the time that process is initiated. For cases going to COP that would be when the department commences work writing the case. For annual reviews that would be when the faculty member submits materials for that process.

At the same time, COP recognizes that there likely will be much to learn from the student evaluations for Spring 2020. Furthermore, COP understands that students will want the opportunity to provide feedback on their course experiences. Consequently, COP believes that the UWTE process should be run as it usually is. Furthermore, COP recommends that department chairs carefully read all of the UWTE information for courses in their department—especially the qualitative comments—and prepare a summary that identifies strategies that worked well and strategies that worked less well (without identifying the faculty members behind the strategies).

#### *Concerning COP Decisions that Have Clocks:*

The COVID-19 situation has had significant impacts on the ability of many faculty members to conduct and publish their research and creative activity. For this reason, COP advises the Administration to grant an extension of one year to the deadline for any faculty member who requests such an extension for his/her/their reappointment decision or tenure decision.

Faculty members with tenure or reappointment decisions scheduled for the AY2020/21 will have until May 1, 2020 to request a one-year extension on their clocks. Faculty members with decisions in future years—but not beyond the 2024/25 year—will have until May 1, 2021 to request a one-year extension.

We also encourage case writers and faculty members to use the case summary and research statement to contextualize any particular challenges due to the pandemic that may affect research beyond this semester, and/or to discuss particular research efforts and successes with these efforts during this time.

COP will always be committed to fulfilling the responsibilities you have elected us to do: “maintenance of faculty morale as related to personnel problems” and “to guarantee ... for the individual faculty person a maximum degree of fairness.”