

THE JOHNS HOPKINS UNIVERSITY
Bylaws of the Tenure Advisory Committee

Last revised August 17th, 2023.

Originally drafted on June 2, 2020

1 Charge

The Tenure Advisory Committee (TAC) is charged with advising the President, in a timely manner, on all recommendations to grant tenure or its equivalent (in the case of the School of Medicine) emanating from school-level tenure review bodies. The TAC may also provide advice on school-level denials appealed to the Provost, at the Provost's request.

2 Membership

The TAC is to be composed of the Provost, as Chair, and thirteen (13) full professors from the seven (7) schools that grant tenure or its equivalent, the contract to retirement.

The distribution of faculty membership of the TAC shall be as follows:

- a) Three (3) members from the Krieger School of Arts and Sciences (KSAS), with one member each from the humanities, social sciences, and natural sciences (including mathematics);
- b) Three (3) members from the School of Medicine (SOM);
- c) Two (2) members from the Bloomberg School of Public Health (BSPH);
- d) Two (2) members from the Whiting School of Engineering (WSE);
- e) One (1) member from the Carey Business School (CBS);
- f) One (1) member from the School of Advanced International Studies (SAIS); and
- g) One (1) member from the School of Nursing (SON).

2.1 Membership Criteria

2.1.1 Faculty Members

To be eligible to serve on the TAC, a faculty member must: (1) be a current full-time full professor (2) who has previously been elected or otherwise named to her/his own School's school-level tenure advisory body, and (3) have served at least one full term on that body.

In situations where there are no eligible nominees meeting all of the above criteria at a particular School, the relevant school-level tenure advisory body may develop a process for identifying and nominating a full-time full professor to serve, in concordance with the relevant dean and the Provost.

2.1.2 Provost

The Provost is eligible to serve on the TAC by virtue of her/his official role (ex officio).

2.2 Selection and Appointment of Faculty Members

The school-level review bodies recommending tenure to the President will provide the President with a choice of at least two (2) eligible nominees for each faculty position on the TAC, chosen in concordance with the relevant dean and the Provost. The school-level review bodies may adopt their own procedures for identifying nominees to submit for consideration. The nominees will be submitted by a date set by the President, typically May 1st of each academic year. The President will then appoint the faculty members.

A list of faculty members of the Tenure Advisory Committee, and all rules of procedure (including these), shall be posted on the Tenure Advisory Committee website and made available to school-level tenure bodies.

2.3 Term of Office – see Addenda re updated terms

2.3.1 *Faculty Members*

In general, the term of office for all faculty members nominated by the Schools and appointed by the President shall be three (3) years. Except for the members of the inaugural TAC, the term will be renewable once for a consecutive term. Four years must elapse before a member, having served for two consecutive terms, is again eligible for Tenure Advisory Committee nomination.

Faculty members serving on the inaugural TAC will be eligible to renew for one- or two-year terms, so that future TACs can operate on staggered terms.

After the end of the inaugural three-year term of the TAC, roughly one third of TAC faculty members will turn over each year. To ensure some continuity of School experience on the TAC, the staggering should proceed as follows*:

End of Year 3:

- a) One (1) member from SOM turns over;
- b) One (1) member from BSPH turns over; and
- c) One (2) members from CBS, SAIS, or SON turns over.

End of Year 4:

- d) One (1) member from KSAS remaining from Year 3 turns over;
- e) One (1) member from BSPH remaining from Year 3 turns over; and
- f) One (1) member from CBS, SAIS, or SON remaining from Year 3 turns over.

End of Year 5:

* An update to the TAC rotation schedule is provided Addendum A.

- g) One (1) member from KSAS remaining from Year 3 turns over;
- h) One (1) member from SOM remaining from Year 3 turns over; and
- i) One (1) member from WSE turns over;

And so on.

Updated to reflect new rotation schedule for FY2024 and beyond.

	FY 21	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	FY 28	FY 29	FY 30	FY 31
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KSAS 3	Term 1	Term 1	Term 1	Term 2	Term 1	Term 1	Term 1	Term 2	Term 2	Term 2	Term 1
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SOM 2	Term 1	Term 1	Term 1	Term 2	Term 2	Term 2	Term 1	Term 1	Term 1	Term 2	Term 2
SOM 3	Term 1	Term 1	Term 1	Term 2	Term 2	Term 1	Term 1	Term 1	Term 2	Term 2	Term 2
BSPH 1	Term 1	Term 1	Term 1	Term 2	Term 1	Term 1	Term 1	Term 2	Term 2	Term 2	Term 1
BSPH 2	Term 1	Term 1	Term 1	Term 1	Term 1	Term 1	Term 2	Term 2	Term 2	Term 1	Term 1
WSE 1	Term 1	Term 1	Term 1	Term 2	Term 2	Term 2	Term 1	Term 1	Term 1	Term 2	Term 2
WSE 2	Term 1	Term 1	Term 1	Term 2	Term 2	Term 1	Term 1	Term 1	Term 2	Term 2	Term 2
CBS	Term 1	Term 1	Term 1	Term 2	Term 1	Term 1	Term 1	Term 2	Term 2	Term 2	Term 1
SON	Term 1	Term 1	Term 1	Term 1	Term 1	Term 1	Term 2	Term 2	Term 2	Term 1	Term 1
SAIS	Term 1	Term 1	Term 1	Term 1	Term 1	Term 1	Term 2	Term 2	Term 2	Term 1	Term 1
NEW	13	0	0	4	3	3	3	0	0	4	3

Green colors = Inaugural class of faculty members on the TAC. Blue colors = Second class. Yellow = Third class.

Faculty members serve with the confidence of the majority of their TAC colleagues. See Section 2.6: Vacancies, Replacements, and Removals of Members.

2.3.2 Provost

The Provost shall serve for as long as s/he occupies that position.

2.4 Coordinator

TAC members will be supported by a non-faculty Coordinator.

2.4.1 Criteria for Coordinator

The Coordinator for the TAC must be a non-faculty staff member of the University, and must be

able to meet the responsibilities necessary to assist TAC members in the timely performance of their duties.

2.4.2 Selection of Coordinator

The Provost, in consultation with the President, shall select the Coordinator for the TAC. The Coordinator may not participate in TAC deliberations about candidates for tenure.

2.5 Role of the Chair and Coordinator

2.5.1 Chair

The Chair of the Tenure Advisory Committee is the Provost or, if s/he is unable to attend, his designee. The Chair sets the schedule and agenda for the full Tenure Advisory Committee meetings and presides over them; see Section 3 below.

2.5.2 Coordinator

The Coordinator for the Tenure Advisory Committee shall collect and organize the dossiers forwarded from school-level tenure bodies to the President and review them for completeness and accuracy. If s/he finds omissions and/or errors in the dossier, s/he will coordinate with the school-level tenure body to update the dossiers prior to review by TAC members.

The Coordinator shall also take the confidential minutes of full TAC meetings and serve as record keeper for the TAC.

2.6 Vacancies, Replacements, and Removals of Members

As stated in Sections 2.2 and 2.3, faculty members are appointed by the President and serve with the confidence of the majority of their TAC colleagues.

Should a faculty member leave the TAC, or no longer be able to serve on the TAC, the President may either:

- i. Appoint one of the other eligible nominees recommended by the school-level tenure review body at the time that the leaving member was selected by the President, or
- ii. Request that the school-level tenure review body for the vacated position provide the President with at least two eligible nominees, chosen in concordance with the relevant dean and the Provost, from which the President will select the replacement member.

It is the duty of all TAC members to attend committee meetings and perform their Committee obligations, save for good cause. In exceptional circumstances, should TAC members lose confidence in the ability of a colleague to serve on the TAC appropriately, they may take a vote to recommend to the President that a member be removed from the TAC. If nine (9) or more TAC members vote, in a full meeting, to remove, the recommendation will be transmitted to the President.

After consultation with the TAC, the President may either (i) agree with the TAC and remove that member or (ii) require the TAC to consult with the Dean of the relevant school. Should the TAC and the Dean disagree about the continuation of the faculty member on the TAC, the President shall decide on the disposition of the faculty member's continuation on the TAC. Should the TAC member be removed, the Dean shall inform the relevant school-level tenure review body of this

action.

3 Full Meetings of the TAC

The full Tenure Advisory Committee will meet to discuss, assess, and vote on cases forwarded to it for review, in accordance with the procedures set forth in the Bylaws.

3.1 Frequency

The full TAC will meet sufficiently frequently to ensure synchronicity with the schedule of relevant Board of Trustees' meetings and prevent delay of Board of Trustees approval of tenure dossiers. Its meeting dates and times will be determined in coordination with the Secretary of the Board of Trustees.

3.2 Quorum

The presence of ten (10) voting members is required for a quorum.

3.3 Guests

At the discretion of the Provost and with the consent of the TAC, the Provost may invite guests to attend particular TAC meetings. Guests cannot vote.

3.4 Voting

For each tenure dossier on the consent agenda (see section 4.2), the TAC shall vote either:

- i. to forward to the President for her/his consideration the TAC's recommendation for tenure for all of the candidates on the consent agenda, or
- ii. to remove a candidate(s) from the consent agenda.

Approval will require a quorum and will be based on a simple majority vote of the voting faculty members present.

For each tenure dossier discussed by the full TAC, it shall vote to forward one of two assessments to the President for her/his consideration:

- i. The TAC's advice is to support the recommendation for tenure; or
- ii. The TAC's advice is not to support the recommendation for tenure.

Assessments will be based on simple majority vote of the voting faculty members. Voting members may vote electronically once they have reviewed the transcripts (video recording in the current form) by informing the TAC Coordinator. Voting members are expected to exercise their vote within two weeks after the final meeting at which the case was discussed.

Votes of the TAC, as well as minutes of the corresponding TAC meeting, will be forwarded to the President for her/his review. The President will then follow existing procedures for communicating her/his tenure recommendations to the relevant dean and/or school-level tenure body. If her/his decision is to reverse the recommendation of the school-level tenure body, s/he may choose to share the TAC's minutes with that body as part of her/his communication back to that body.

4 TAC Subcommittees

A subcommittee of three (3) members of the Tenure Advisory Committee (“TAC Subcommittee”) shall review each tenure dossier submitted by a tenure granting school.

4.1 TAC Subcommittee Composition

TAC subcommittees will be made up of at least one non-conflicted TAC member from the School submitting the tenure dossier, in the discipline closest to the tenure candidate’s discipline, and at least one non-conflicted TAC member from outside the School, chosen by the Chair (see Section 5 regarding conflicts of interest).

4.2 Role of the TAC Subcommittee

TAC subcommittees shall review all of the tenure dossiers submitted by the tenure granting schools prior to consideration by the full TAC.

If all three (3) TAC subcommittee members reviewing a specific tenure dossier are in unanimous agreement that they support the recommendation of the candidate for tenure, the dossier shall be provided to the full TAC as an information item only for approval as part of the consent agenda.

If one or more of the three (3) TAC subcommittee members reviewing a specific tenure dossier does not support the recommendation for tenure, the subcommittee will present the dossier to the full TAC for consideration at the next full TAC meeting.

If one or more of the three (3) TAC subcommittee members reviewing a specific tenure dossier request the full TAC to consider the dossier for any reason, no subcommittee votes will be recorded until after the subcommittee presents the dossier to the full TAC for consideration at the next full TAC meeting.

5 Conflicts of Interest and Recusals

The integrity of the process by which tenure decisions are made is of profound importance to the University. Therefore, it is imperative that TAC members disclose any personal or professional relationship to a candidate assigned to them for review that might be perceived by a reasonable observer to constitute a conflict of interest or source of bias with respect to the candidate, and recuse themselves from TAC-level review of that dossier. Otherwise, school-level representation on the TAC subcommittees should be maintained.

In addition, conflicts include, but are not limited to:

- i. An appointment or promotion from the same department and/or research/teaching/clinical center/institute as TAC member.
- ii. A TAC member has served on the review committee presenting the case to the promotion and tenure body at the school-level, or has served on an ad hoc committee to evaluate the candidate’s case.

6 Tenure Dossiers

The TAC shall decide on and publish the requirements for each tenure dossier that shall be common across all tenure granting schools.

6.1 Tenure Dossiers Requirements

To aid in the TAC's review, each dossier sent to the TAC should include:

- i. the full packet of materials and recommendation from the school-level tenure review body;
- ii. all documents ordinarily sent to the President in support of the school-level tenure review body's recommendation, including votes where taken;
- iii. other than the Homewood Schools, a cover letter from the relevant school dean; and
- iv. a cover sheet that lists all of the above material (to ensure completeness).

7 **Annual Report**

Each year, the Coordinator shall prepare a report, to be shared with each school-level tenure review body, which includes:

- i. the number of dossiers reviewed by the TAC overall, enumerated for each school;
- ii. the number of appeals from school-level tenure denials reviewed by the TAC;
- iii. the number of dossiers recommended for tenure at the school level that the TAC supported, enumerated for each school;
- iv. the number of dossiers recommended for tenure at the school level that the TAC did not support, enumerated for each school;
- v. the number of dossiers recommended for tenure at the school level that the TAC did not support, enumerated for each school;
- vi. Number of tenure cases approved at the Department and denied at the Dean's level, enumerated for each school;
- vii. Number of tenure cases that were approved at the Dean level, but denied by the Tenure and Promotion Council or Board, enumerated for each school; and
- viii. Number of faculty members who decided, or were counseled, to not pursue tenure, or left before they were considered for tenure by their departments, enumerated for each school.

8 **Rules of Order**

The TAC shall operate according to the most recent edition of Robert's Rules of Order.

9 **Amendments**

Subject to the restrictions below, TAC members may amend these bylaws, and any rules of procedure they adopt, to better carry out their charge, in consultation with or at the request of the Provost as TAC Chair. Amendments to the bylaws must be adopted by a vote of nine (9) or more TAC members.

Changes to the bylaws affecting (1) its voting process and/or (2) its membership structure shall require the unanimous consent of TAC members.

Addendum A – Amendments on April 7, 2023

2.3 Term of Office

2.3.1 Faculty Members

In general, the term of office for all faculty members nominated by the Schools and appointed by the President shall be three (3) years. Except for the members of the inaugural TAC, the term will be renewable once for a consecutive term. Four years must elapse before a member, having served for two consecutive terms, is again eligible for Tenure Advisory Committee nomination.

Faculty members serving on the inaugural TAC will be eligible to renew for one- or two-year terms, so that future TACs can operate on staggered terms.

After the end of the inaugural three-year term of the TAC, roughly one fourth of TAC faculty members will turn over each year. To ensure some continuity of School experience on the TAC, the staggering should proceed as follows:

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- a) One (1) member from SOM turns over;
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- c) One (1) member from CBS, SAIS, or SON turns over.

End of Year 4:

- d) One (1) member from KSAS remaining from Year 3 turns over;
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Green colors = Inaugural class of faculty members on the TAC. **Blue colors** = Second class. **Yellow** = Third class.

Addendum B – Amendments on August 17th, 2023

Term of Office – see Addendum re updated terms

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[†] An update to the TAC rotation schedule is provided Addendum A.

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