



DIVERSITY
LEADERSHIP
COUNCIL

JOHNS HOPKINS
UNIVERSITY & MEDICINE

JOHNS HOPKINS DIVERSITY LEADERSHIP COUNCIL

2018-2019 Annual Report

Authored by the members of the Diversity Leadership Council (DLC)

Prepared and edited by:

Ashley J. Llorens and Fenimore Fisher, DLC Co-Chairs
Erin Gleeson, DLC Operations Manager

Executive Summary

Introduction and Composition:

The Johns Hopkins Diversity Leadership Council (DLC) has been a key advocate for progressive change at Johns Hopkins (JH) since 1997. The scope of DLC's mission spans JH and its surrounding communities and includes advancing diversity and inclusion by recommending policies and programs to senior leadership as well as facilitating a set of cross-cutting events and initiatives.

During the 2018-2019 academic year, the DLC was composed of 59 total members, 34 *ex officio* and 25 termed members (9 faculty, 14 staff, and 2 students) representing the following JH Divisions:

Johns Hopkins School/Division	Termed	Ex Officio	Total
University Administration	1	11	12
Homewood Student Affairs	2	6	8
Bloomberg School of Public Health	2	5	7
School of Medicine	5	1	6
Whiting School of Engineering	3	1	4
Applied Physics Lab	3	1	4
Krieger School of Arts and Sciences	2	2	4
School of Nursing	1	2	3
SAIS	1	2	3
Libraries	1	1	2
Johns Hopkins Health System	1	1	2
Kennedy Krieger Institute	0	1	1
Peabody Institute	1	0	1
Carey Business School	1	0	1
Center for Talented Youth	1	0	1
Grand Total	25	34	59

Our termed members were selected via a nomination process and are serving terms of either 3 years (faculty and staff) or 1 year (students and postdoctoral fellows). The remaining 34 members are serving in an *ex officio* capacity to provide administrative support and connectivity with key offices within the Administration. Each year, DLC activities kick off with a retreat, during which DLC members identify the council's objectives for the year and form subcommittees to pursue them. New this year, we have consolidated the *ex officio* roles on the DLC with the Knowledge Share Group (KSG) administered by the Office of the Diversity and Inclusion so that each member of the KSG connects to the DLC through an *ex officio* seat.

This report captures DLC activity during the 2018-2019 academic year and includes two main sections. The first section covers DLC events and initiatives including the annual Diversity Conference, Diversity Innovation Grants Program, and Diversity Recognition Awards. The second section contains year-end reports from our various subcommittees. The Appendices contain more detailed information and artifacts associated with DLC programmatic and analytic activities.

Recommendation: Analyze URM Progression From Professional to Managerial Roles

In our 2017-2018 annual report, the DLC recommended that future updates to the [JHU Roadmap on Diversity and Inclusion](#) contain quantitative information on staff composition broken out by demographic, role and level of seniority. The Black Faculty and Staff Association has also been an advocate for the release of these data. In June of this year, JHU published its first [Report on Staff Composition](#). We applaud the achievement of this significant milestone – it is our understanding that the release of these data puts Johns Hopkins among its most transparent peer institutions with respect to staff composition and engagement. Our follow-on recommendation on this topic aims to begin utilizing this valuable resource towards increasing the diversity of staff in leadership positions, given the impact that diverse leadership has been shown to have on organizational culture and [performance](#).

We recommend that JHU Administration conduct an analysis of the progression of underrepresented minority (URM) staff from “professional” to “managerial” roles according to the job categories presented in the Report on Staff Composition. The report shows a clear trend of declining URM representation – especially African American – with increasing level of seniority. Although the dataset is aggregated from many decentralized sources within Johns Hopkins, targeted analysis within a selection of representative organizations may help to identify and promulgate best practices around developing and promoting leaders from URM groups. Additionally, conducting an applicant flow analysis for URM candidates for managerial positions will provide complementary insights. Support for this recommendation can be found in our [Staff Access and Inclusion Subcommittee Report](#).

Recommendation: Assemble a Diverse Planning Group to Help Create the Johns Hopkins Police Department (JHPD)

With the [Community Safety and Strengthening Act](#) in effect as of July 1, 2019, it is now more important than ever to ensure that diverse viewpoints and intellectual contributions are proactively sought as the university begins the multi-year process of standing up the JHPD. During October through December of 2018, the university held a number of [engagement activities](#) that provided a much-needed public outlet and record for marginalized voices to speak from, and about, their personal experiences around policing. As we move forward, we must ensure that these perspectives are sought and leveraged proactively.

We recommend that University Administration assemble a diverse planning group to provide input on the key design choices associated with creating the JHPD. While the [University Police Accountability Board](#) is required by law, standing up the JHPD will be a multi-year process and many important decisions will be made between now and then. Choices around the [Memorandum of Understanding](#) with the Baltimore Police Department, training curricula, and measures of performance are just a few examples. Standing up a small planning group consisting of faculty, staff, students and community members will help ensure that the best ideas are considered during this process. Combining inclusive decision-making with continued engagement activities, such as open forums and community meetings, will work towards enhancing relationships with affected JHU constituencies, as well as those in our surrounding communities. One option for implementing this recommendation would be to create the planning group as a DLC subcommittee, thereby creating a natural connection to other diversity and inclusion stakeholders and efforts across Johns Hopkins. Support for this recommendation can be found in our [Campus Security Subcommittee Report](#).

Other Notable Highlights From This Report

- Our [Faculty Recruitment and Development Subcommittee](#) has provided a set of key findings and recommendations around the JHU Faculty Diversity Initiative which is now in the final year of its five-year plan.
- Our [Community Partnerships Subcommittee](#) continues to convene the Johns Hopkins Community Engagement Programs, a group assembled by the DLC to improve coordination, impact and measurement of efforts to serve the Baltimore community.
- Our [Enhancing the Student Experience Subcommittee](#) hosted the DLC's first Hopkins-wide poster session focused on student perspectives and research related to diversity and inclusion.
- Our [Collaborating Across Divisions and Institutions Subcommittee](#) has worked with Human Resources to complete its [contact list](#) identifying key stakeholders and councils for diversity and inclusion across Hopkins.
- Our [Disability Advocates](#) have laid the groundwork to reestablish a disability-focused subcommittee on the DLC in the next academic year.

We would like to thank the Provost's Office, the Office of Diversity and Inclusion and our various collaborators for supporting our efforts and look forward to continuing to work towards advancing diversity and inclusion at Johns Hopkins.

TABLE OF CONTENTS

Executive Summary	2
 <u>EVENTS AND INITIATIVES</u>	
Diversity and Inclusion Conference	6
Diversity Innovation Grants	7
Diversity Recognition Awards	9
 <u>DLC 2018-2019 ACTIVITY</u>	
Staff Access and Inclusion	10
Campus Security.....	13
People with Disabilities	16
Faculty Recruitment and Development	18
Community Partnerships Subcommittee	21
Enhancing the Student Experience	23
Collaborating Across Divisions and Institutions.....	25
Communicate with the DLC.....	27
DLC Media Coverage	27
The 2018-2019 Diversity Leadership Council	28
 <u>APPENDICES</u>	
Appendix A: Diversity Conference Workshops	30
Appendix B: Diversity Recognition Award Winners.....	32
Appendix C: Johns Hopkins Divisional Diversity Committees (DDC's)- Leadership Contacts	38

Diversity and Inclusion Conference

This year we welcomed about 500 guests to the Diversity and Inclusion Conference, guiding the Johns Hopkins community through programming relating to anything from Sexual Harassment in Academia to The Power of Personal Storytelling. We continued our efforts to make the conference as inclusive as possible, featuring all gender restrooms, a mother's room, vegan / kosher / halal dining options, and highlighting Homewood's Prayer and Meditation Room.



This was our first time expanding the conference to a full day, and we offered three workshop sessions instead of two. In another first, we engaged one of the Trustees (Renee Chenault-Fattah), who moderated a Plenary discussion with Dr. Johnnetta Cole and Howard Ross. For the Luncheon Session, President Daniels moderated a roundtable conversation with the Deans, focusing on diversity and inclusion efforts within the divisions.



Diversity Innovation Grants



This year, we selected a total of four Diversity Innovation Grant (DIG) projects, and all four of them were completed on time and within budget. STEM LEADS-LEM taught science to kids in a Baltimore City school; LGBTQ Health Pop-Ups held a series of diverse events highlighting LGBTQ health and related issues; the Families at Homewood Orientation Video enabled the museum tell a more inclusive story in order to recall the histories of many people, both free and enslaved, who once lived at Homewood; and the Young Scholars International Affairs Symposium engaged DC students to highlight the importance of International Studies and why we should diversify the pool of practitioners.



Project Name: **STEM-LEADS LEM**

Project Lead: **Julia Duvall**, Student, Krieger School of Arts and Sciences

Awarded: \$2500

Outcome: This team of JHU students and staff taught STEM coursework to Patterson High School students. The group plans to continue this work moving forward, focusing on college-level STEM projects.



Project Name: LGBTQ Health Pop-Ups Across JHMI

Project Lead: Danielle German, Faculty, Bloomberg School of Public Health

Awarded: \$2,500

Outcome: This group partnered with five entities to hold seven events regarding LGBTQ health topics. They reached over 300 people in total, and they plan to continue these efforts moving forward.



Project Name: Families at Homewood Orientation Video

Project Lead: Julie Rose, Director and Curator of the Homewood Museum

Awarded: \$2,500

Outcome: The Homewood Museum used their support from the DLC to produce a video on the free and enslaved families that resided in the historic house. This video will be presented to roughly 5,000 people annually.



Project Name: SAIS Symposium on Diversity in International Affairs

Project Lead: Chiedo Nwankwor, Visiting Research Associate and Lecturer, School of Advanced International Studies

Awarded: \$2,500

Outcome: On September 21, 2018, the group held the Young Scholars International Affairs

Symposium for students from the DC Public School System. Moving forward, they plan to host similar events and expand their offerings to local schools.

Diversity Recognition Awards



The **2019 Diversity Recognition Awards** celebrated achievements relating to diversity and inclusion across Johns Hopkins. Our slate of winners featured members of our community who are truly making a difference: from a Development and Alumni Relations employee teaching local kids about de-escalation techniques to an Applied Physics Laboratory (APL) employee working to make the campus more inclusive for people with disabilities. This was our first year hosting a student poster session, and 22 students submitted abstracts for consideration. Fourteen student abstracts were selected, and three student posters won awards.

INDIVIDUAL AWARDS

Sharon Bord, School of Medicine
Jerrell Bratcher, Development and Alumni Relations
Melissa Chang, Krieger School of Arts and Sciences
Rachel Cohen, Applied Physics Laboratory
Sherita Hill Golden, School of Medicine
Sandra Lin, School of Medicine
Supriya Munshaw, Carey Business School
Ronald Ostrenga, Applied Physics Laboratory
Liz Skerritt, Applied Physics Laboratory
Alexandra Sneider, Whiting School of Engineering
Maurisha White, Johns Hopkins Health System

GROUP AWARDS

APL Technology Leaders and Scholars Internship Program (ATLAS), Applied Physics Laboratory
Epidemiology Inclusion, Diversity, Equity, and Science Workgroup (Epi-IDEAS), Bloomberg School of Public Health
Identity and Inclusion Co-Facilitators, Homewood Student Affairs
Oasis in the Food Desert, Johns Hopkins Community Physicians

Staff Access and Inclusion

Subcommittee Chair:

Stacey Marks, Academic Program Manager, School of Medicine

Members:

Kara Beverly, Equity Compliance Investigator (OIE), University Administration (UA)
Crystal Burns, Small Business and Supplier Diversity Lead, UA
Boi Carpenter, Senior Associate Vice President, Development and Alumni Relations
Irene Ferguson, Director of Student Enrichment Programs, Homewood Student Affairs (HSA)
Kathy Forbush, Executive Director HR - Talent Management, UA
Jeannine Heynes, Director of Women and Gender Resources, HSA
Cherita Hobbs, Executive Director of HR - Health Sciences, East Baltimore Campus
Keilah Jacques, Instructor – SOURCE, Bloomberg School of Public Health (BSPH)
Christine Kavanagh, Assistant Dean for Graduate and Postdoctoral Academic Affairs, Whiting School of Engineering
Marie Polymise-Williams, HR Manager, Sheridan Libraries
Clifton Shambry, Assistant Director of Student Organizations, HSA
Michael Ward, Associate Dean for Enrollment and Student Affairs, BSPH

Objectives:

- Work with Human Resources to identify the employee life cycle to include recruitment and advancement for URM staff.
- Examine metrics of success as it relates to staff retention through climate, recognition, and onboarding.

Approach/Activities:

In 2016, we created the Staff Access and Inclusion Committee with the premise of assessing career advancement and creating an environment of inclusion. Through this journey, we increased committee members from two to 12 (representing 12 different departments/schools). We forged partnerships with the Faculty Recruitment and Development Subcommittee, Human Resources, and Talent Management. Our committee recommendations were at the forefront of change within the institution to create better alignment with the Roadmap on Diversity and Inclusion.

This year, the JHU Human Resources (HR) Team successfully released the [JHU Report on Staff Composition](#). This report represents a tremendous achievement by the JHU HR Team and an important milestone for Johns Hopkins. The report, the underlying dataset and ongoing data collection will support analysis, goal-setting, and advocacy across Johns Hopkins. We were proud to partner with the HR Team in helping to realize our 2017-2018 recommendation to JHU Administration to provide staff composition data to the community. JHU HR invited our committee to review the staff data and provide

feedback prior to the university's official release. The report includes three years of staff demographic data (2013, 2015, and 2017), and the overall snapshot categorized employees based Equal Employment Opportunity Commission (EEOC) codes with additional SAP job groupings.

Our final activity was preparing a seminar for the 2019 DLC Conference, entitled: "A Case Analysis: The Journey to Staff Equity, Advancement and Retention." During this interactive workshop, we will discuss the journey of the committee and collaborative efforts that led to the release of staff demographic data and other key recommendations for staff access and inclusion.

Key Findings:

The Staff Composition Report reveals improvements in minority representation; however, the overall representation of minorities remain the lowest in the Executive/Administrative and Managerial. This validates our original recommendation that the university should set targeted goals to improve the pipeline and recruit staff in these roles. Additional consideration must be given to employee retention, including among leadership positions. In 2015, University Officials and Executive leadership totaled 67 staff. In 2017, the number decreased to 49 staff, creating a gap of 18 staff in this leadership category. Within this category in 2015, five were URM and in 2017, 11 were URM. Of the five staff in 2015, were those the same five employees, plus six hires? This gap must be assessed in order to understand how to recruit and retain staff in leadership positions.

To address the needs of hiring and retention, our committee established a direct line for advisory to the Executive Director of Talent Acquisition for Human Resources, Ian Matthew-Clayton. Through several meetings, Mr. Matthew-Clayton has exchanged ideas with our committee and is implementing strategic recommendations such as deploying a manager hiring tool kit, creating training for hiring managers in unconscious bias, and establishing a website to highlight staff advancement and promotions within the university: [Success Stories](#).

Recommendations and Next Steps:

- Our committee will continue to collaborate with Human Resources to analyze the recruitment and lifecycle for Level 4 URM senior staff positions. We will encourage leadership to set strategic goals to increase the internal and external pipeline of URM candidates for executive roles (Level 5/6). We also recommend structured programming to include workshops and training to build future leadership within the institution.
- JHU Staff Composition Data 2019 reporting will be used for future planning and goals setting. We recommend that future reports use university level categories such as Level 1, 2, 3 (non-senior staff), Level 4 (senior staff) and Level 5 and 6 (executive levels). By including such levels, staff will easily identify positions and

ensure data can be interpreted with familiar terms used in hiring at the institution.

- Our final recommendation sets forth the structure of annual accountability. We recommend instituting an annual Deans Diversity Report. This report will help to create an environment of transparency and accountability, and continue to funnel evidence that we are aligning with the Roadmap on Diversity and Inclusion. Reporting can include strategies for increasing diversity and inclusion within each school/division and ensure that diversity councils include a summary of accomplishments and/or needed areas of improvement.

Campus Security

Subcommittee Chair:

David Newton, Associate Dean, Finance and Administration, School of Nursing

Members:

Virginia Herring, Director of HR Health Sciences, East Baltimore Campus

Kathy Schnurr, Chaplain, Homewood Student Affairs

Inez Stewart, Sr. Vice President of Human Resources, Johns Hopkins Health System

Objectives:

- Work with the Vice President of Security to review mechanisms that ensure that safety and security personnel are well-trained and equipped to handle situations in a way that is consistent with JH's commitment to diversity and inclusion.
- Create opportunities to enhance open, timely, and appropriate dialogue concerning issues related to Campus Safety and Security at JH with internal and external stakeholders.
- Collaborate with the administration to understand the data demonstrating the impact and effectiveness of campus-based policing.

Approach/Activities:

Following on the 2017-2018 DLC Annual Report recommendation that campus security and climate be explicitly connected in the JHU Roadmap on Diversity and Inclusion, the DLC created a subcommittee focused on addressing campus security concerns. The subcommittee's activities have been devoted to interests surrounding the current discussion of public safety initiatives and the development of a Johns Hopkins Police Department (JHPD).

The subcommittee's primary approach was to build relationships with key members of Campus Security leadership and to encourage DLC members to observe, collect feedback, and encourage dialogue as the University sought approval for a JHPD.

In particular, the subcommittee:

- Met with Melissa Hyatt, Vice President for Security and Connor Scott, Chief of Staff for Security, on October 15, 2018 to discuss the subcommittee objectives. The members of the subcommittee were encouraged by their receptivity to the concerns raised. In particular, there was general agreement that training and development of personnel is needed and of particular importance. The subcommittee chair subsequently met with the newly hired Director of Corporate Security Training and was encouraged by the progress made in a relatively short amount of time; including revisions and additions to the training curriculum and attention to diversity, equity, and inclusion.

- Encouraged attendance and collected DLC feedback concerning the fall campus security discussion series and open forums concerning campus security, in anticipation of the public release of the Interim Report.
- Organized DLC subcommittee reflections concerning the Interim Report, lingering concerns and deficiencies about the recommended approach, and future-oriented activities continues to engage and inform on these important topics, presenting the information within the subcommittee’s mid-year report to university leadership.

Key Findings:

While the open forums and public discussions provided a much-needed public outlet and record for marginalized voices to speak from, and about, their personal experiences, they have not resulted in a standardized system to share diverse viewpoints in designing and implementing the JHPD. We believe that a commitment and an intentional process are important and necessary as the university moves forward.

Although much of the current focus and conversation concerns the creation of the JHPD, we are reminded that the majority of our security force will remain the same in terms of scope and size. While the subcommittee believes that the revised curriculum that is being implemented to train current and future security personnel is a good first step, communication to the broader community is important.

Recommendations:

While the University Police Accountability Board is a requirement of the law, we encourage the creation and implementation of diverse planning groups focused on next steps and implementation to aid trust building and policing effectiveness—groups that supplement the work of the required Accountability Board. The security apparatus will be all the better due to the inclusion of diverse thought and experiences contributing to the organization’s design and method. Outreach efforts beyond the Accountability Board will help foster trust and provide additional community engagement.

The public perception that community input and accountability is only being sought due to requirement contributes to lack of trust, providing context for why some doubt the resolve to implement the best practices noted in Part V of the Interim Report. If we are to implement and operationalize something extraordinary, something additive to our efforts to “enhance and enrich our ties to Baltimore,” then we must consider deliberate and desired attempts to include the community in our planning efforts ([Goal 7, Ten by Twenty](#)).

With the Community Safety and Strengthening Act going into effect on July 1, 2019, we encourage the university to take an inclusive approach because there is value in the richness of different experiences, approaches, and contributions that span our diverse community.

Next Steps:

Work with JHU leadership to define and implement an inclusive and transparent process for determining and specifying the key design criteria associated with standing up the JHPD.

People with Disabilities (PWD)

Subcommittee Chairs:

Angela Gilmour, Group Supervisor, Applied Physics Laboratory
Aaron Hodukavich, ADA Compliance Officer, Office of Institutional Equity

Objectives:

- Investigate the need and path forward for reestablishing a subcommittee that focuses on disability inclusion and accessibility at JHU.
- Identify JHU thought leaders to participate in the subcommittee's goal setting for FY20.

Background:

In previous years, the DLC has included a subcommittee that focused on improving the environment for faculty, staff, and students with disabilities. There was interest in re-establishing this important subcommittee and both Angela Gilmour and Aaron Hodukavich volunteered to help plan a path forward.

Approach/Activities:

The key challenges to establishing a subcommittee were affirming sufficient interest and identifying available advocates for a subcommittee focused on disability. The co-leads spoke to staff, faculty, students, and DLC members to understand interest, availability, and concerns.

Key Findings:

The co-leads were able to find key interested staff, faculty, and students to help participate in goal setting for FY20. In addition to at least four DLC members that have agreed to participate, the subcommittee will seek the involvement of interested stakeholders, including Student Disability Services; Human Resources; and faculty, staff, and students with disabilities.

Based on discussions with other DLC subcommittees as well as interested staff, faculty, and students, there is a need for a focused DLC subcommittee interested in improving disability access and inclusion at JHU.

Specifically, the DLC could assist with promoting awareness and education campus-wide; promote initiatives that would attract and retain a diverse mix of faculty, staff and students; examine formal and informal structures that may be inhibiting the Johns Hopkins Institutions from being more inclusive and recommend changes that foster greater inclusion; and support the personal growth and development of all individuals in the University. While specific goals for 2019-2020 would need to be established, the DLC

is ideally suited for assisting with communications, promoting awareness, and making recommendations to improve the environment.

Recommendations:

We recommend establishing a DLC subcommittee focused on disability inclusion and accessibility at JHU. We recommend meeting with interested staff, faculty, and DLC members prior to the planned DLC retreat to prepare for goal-setting discussions at the retreat.

Some potential goals that have been discussed include:

- Investigate mechanisms to improve collaborations between JHU community disability resources
- Enhance the [JHU ADA website](#) to include more information and resources for disabled faculty/staff/students
- Coordinating a JHU-wide initiative to promote understanding during the National Disability Employment Awareness Month in October 2020
- Investigate options to collect meaningful data on PWD metrics.

These are example goals that could be used to initiate dialogue at the subcommittee's initial meetings. Specific goals would be set at the DLC retreat for the 2019-2020 year.

Next Steps:

The first step will be to schedule and hold a kick-off meeting of the People with Disabilities subcommittee with interested faculty, staff, and students. A number of key individuals have already volunteered to support the subcommittee discussions. We will continue to seek opportunities to involve thought leaders as we hold relevant discussions. We hope to include this as a subcommittee at the DLC kickoff events for the next year. We will develop goals and objectives for the 2019-2020 year as a part of the larger DLC events.

Faculty Recruitment and Development

Subcommittee Chairs:

Amanda Brown, JHU School of Medicine
James Calvin, Carey Business School

Members:

Michael Falk, Krieger School Arts and Sciences (KSAS)
Lynne Jones, JHU School of Medicine, Bayview
Jeff Gray, Whiting School of Engineering (WSE)
Darlene Saporu, Assistant Dean Diversity and Inclusion, KSAS/WSE

Introduction:

First, we applaud the university administration for the Faculty Diversity Initiative (FDI), launched in 2015, which institutionalized many of the Faculty Recruitment and Development Subcommittee recommendations from 2013.

Objectives:

- Work with Faculty Affairs to assess the effectiveness of the FDI at the departmental level and develop recommendations around a prospective follow-on initiative.
- Propose faculty retention metrics along with best practices for using them to provide early indication of undesirable attrition of underrepresented faculty.
- Engage LGBTQ faculty, faculty with disabilities and faculty who are veterans to explore issues and challenges related to recruitment and retention.

Approach/Activities:

- The Faculty Recruitment and Development Subcommittee (FRDS) continues to engage with senior leadership to both advise and partner on initiatives related to recruitment and retention of faculty.
- Met with Vice Provost Susan Courtney and Assistant Vice Provost Larry Williams to discuss results of the 2018 COACHE survey.
- CDO Fenimore Fisher provided the committee with the 2018 DRAFT Faculty Composition Report. Committee members provided constructive feedback before the final report was released.
- Assisted the CDO with contacting URM faculty that left the university to complete exit interviews. This information should help identify ongoing issues related to climate, support and resources for academic success.
- Monthly DLC meetings were used to partner with members of the Homewood Council on Inclusive Excellence (HCIE) to share information and discuss issues related to the outcomes of initiatives in the FDI 1.0.

- Monthly DLC meetings at which issues related to staff, students, climate, and the establishment of a JHU safety/security force were discussed informed the committee's vision about ways to move forward in a putative FDI 2.0.
- Reviewed and discussed Ten Years Later: A Report Card for Vision 2020 and online resources of the Women Faculty Forum at Homewood. This helped inform the committee of ongoing issues related to institutional climate.

Key Findings:

What improved as a result of FDI 1.0:

- Search practices were improved in several divisions (inclusive of job advertisements, diversity of applicant pool, unconscious bias training, and diversity advocates)
- Krieger School of Arts and Sciences and Whiting School of Engineering launched a [Diversity Champions](#) initiative.
- Thirty URM faculty hires through the Target of Opportunity Program (TOP) were gained.
- A few participants from the Diversity Postdoctoral Fellowship Program (DPF) were hired as faculty through the TOP.
- Interfolio has been adopted by all divisions.
- Exit surveys were performed in the School of Medicine and the School of Public Health.

What did not work so well In FDI 1.0:

- No benchmark was used to know how representative the JHU applicant pools were.
- Despite the submission of Divisional Diversity Action Plans, it is not clear whether any or all FDI practices have been deployed/utilized by all divisions and/or if data on the effectiveness of search practices has been collected and analyzed for all divisions. We do not know whether the search best practices finalized in 2014 are being used by any division.
- While recent data indicates that the departure rates for URM faculty has declined slightly in 2017-2018, retention among URM faculty remains a key issue.
- Yield from Diversity Postdoctoral Fellowship Program (DPF) was low considering the investment.

Recommendations:

Retention & Climate Issues:

Improvements in JHU climate and culture will change somewhat slowly with time. A very intentional strategy around supporting and retaining new faculty recruits is extremely important, or they will leave for other peer institutions that are leading the way in creating supportive environments. Therefore, we recommend:

- Significant improvements in mentoring practices

- More support and accountability to implement cultural competency and bias training
- Obtaining information on the diversity and inclusion challenges applicants face in the faculty hiring process

Recruitment of the Best:

- Expand the Target of Opportunity (TOP) initiative. FDI 1.0 has/will hire 30 faculty over five years. Out of 3,000 professorial faculty this could be a 1% difference, if there were no departures. Greater progress could be made if the TOP hire rate doubled.
- Continue and expand endowed professorships like the John C. Malone and Carol Croft Linde Faculty Scholar initiatives.
- Strategies and tools that are already working effectively across divisions should be quickly and widely adopted. Everyone recognizes that the diversity and inclusion process is iterative and will require fine-tuning to tailor programs to the specific needs of divisions and departments.

Accountability:

- Maintain and strengthen efforts to quantify progress in diversity and inclusion over time. The 2019 Faculty Composition Report is groundbreaking in showing changes in 2015 and 2017. We understand that divisions and the departments within each are at distinct stages. What is most important is that their leaders recognize, understand the need, and are open to the competitive advantage that pursuing diversity and inclusion will bring. As composition is tracked, it will be important to assess net changes (hires-departures), and to continue comparisons with peer institutions.

Next Steps:

- Meet with divisional leadership (Deans and Diversity Officers) in each school to better understand ongoing challenges and gather missing data related to the use and/or implementation (or not) of components of faculty initiatives provided in FDI 1.0.
- Better understand barriers/challenges faced by URM faculty that are likely not captured in the COACHE survey, who left JHU in the last few years.
- Active participation with and onboarding of the next leaders selected to fill the Vice Provost of Faculty and CDO positions. Included in this process will be the formulation, on common ground, of a vision and approaches that will keep JHU on the trajectory of having and retaining a more inclusive faculty representation that aligns more fully with that of the student body.

Community Partnerships

Subcommittee Chair:

Mindi Levin, Faculty, School of Public Health

Members:

Judah Adashi, Composition and Music Theory Faculty, Peabody
Joseph Colón, Director, Office of Multicultural Affairs, Homewood Student Affairs
Mike Glenwick, Community School Coordinator, Bloomberg School of Public Health
Dan Hale, Special Advisor to the President, Johns Hopkins Health System
Sean Watkins, Assistant Program Manager, Center for Talented Youth

Objectives:

- Continue to convene the group of JH community engagement programs serving Baltimore to build consensus around pertinent facets of community engagement
- Host at least two gatherings (one per semester) with Johns Hopkins community engagement programs to share expertise of model programs

Approach/Activities:

In 2018-2019, the Community Partnerships Subcommittee continued facilitating communication and coordination of the leaders of Johns Hopkins Community Engagement Programs (JHCEP), a collective of approximately 20 offices/centers/programs across JHU, JHMI, and APL whose primary missions are to partner with communities in Baltimore City. The subcommittee hosted four meetings of the JHCEP collective, and provided infrastructure and support to improve communication and coordination among the JHCEPs (which had been identified by the collective as a key priority). Through these ongoing conversations, the JHCEP collective has identified the needs to improve communication and coordination on three levels:

1. Among the JHCEP affiliates themselves (internal)
2. With local Baltimore community partners (external)
3. Between the JHCEP and senior leadership of the Johns Hopkins Institutions, identifying a customer relationship management (CRM) tool for community engagement; and identifying ways to better communicate with JH leadership around community engagement (including increased awareness of existing efforts)

Key Findings:

The JHCEP collective remains committed to working together to improve our efforts in Baltimore. Several key actions occurred to improve communication and coordination during 2018-2019, including:

- Among the JHCEP affiliates themselves (internal):

- The group decided to increase the number of annual meetings from two times per year to four times per year; the DLC subcommittee agreed to coordinate the process.
- A new listserv was developed for the JHCEP leaders to communicate with each other between the quarterly meetings.
- With local Baltimore community partners (external):
 - A subgroup of the JHCEP collective collaborated with JHU IT, to explore the potential of a system-wide technology solution for community engagement initiatives. The group developed an extensive list of features needed in a technology-based solution, researched vendors on the market, completed vendor demonstrations, and identified the preferred technology. This technology solution could offer the University several key benefits, including: easier and more timely community engagement reporting; improved ability to identify community engagement opportunities for students, faculty, and staff; and improved management and tracking of relationships with Baltimore community partners.
- Between the JHCEP and senior leadership of the Johns Hopkins Institutions
 - The collective is still exploring how to improve communication and collaboration with senior leadership. Overall, the group wants to encourage JH leadership to consult with the JHCEP collective before embarking on new initiatives that could impact the community. This could help to avoid any issues, better inform decisions, reduce redundancy and possible harm, as well as improve relations with the community.

Next Steps:

Following feedback from several University leaders, the proposal for a technology solution for community engagement will be submitted to the Provost in summer 2019. The JHCEP collective is currently reviewing strategic documents from across the Institutions, in order to identify and map key priorities that are linked to our Baltimore community efforts. From there, the JHCEP collective will refine their recommendations for communicating and collaborating with senior leadership. The DLC subcommittee will continue to coordinate quarterly meetings of the JHCEP leaders in the 2019-2020 academic year.

Enhancing the Student Experience

Subcommittee Chair:

Balazs P. Vagvolgyi, Associate Research Engineer, Whiting School of Engineering

Members:

Tanya Johnson, Student Affairs Officer, SAIS
Moses Davis, Associate Dean of Diversity and Inclusion, Homewood Student Affairs
AJ Tsang, Student, Krieger School of Arts and Sciences

Objectives:

- Organize a student poster session during the DLC Diversity Recognition Awards ceremony in May 2019.
- Create a database of key student affinity and diversity and inclusion (D&I) groups across JH.

Approach/Activities:

After months of planning and organization, we successfully accomplished our first objective (the poster session) with great success. Considering the fact that the Diversity at JHU website already features a list of D&I affinity groups, we refocused our second objective to building a database of JH staff and faculty with a history of collaboration in the field of D&I, who could help us reach students more effectively. We utilized this database for promoting the poster session.

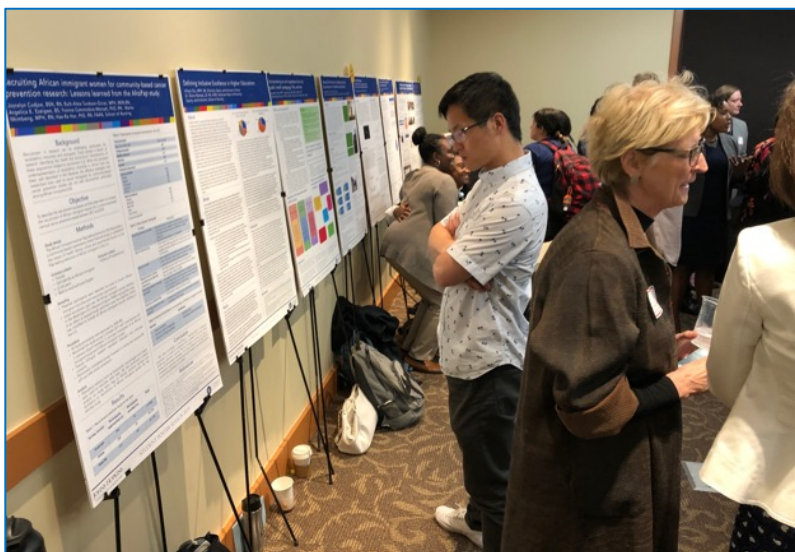
First Annual Diversity & Inclusion Student Poster Session:

- Promotion through website, flyers, social media, faculty/staff
- Four sponsors for awards and logistics
- 22 on-time poster submissions, 14 selected for presentation
 - Seven undergraduate and 15 graduate students
 - Five different schools of Johns Hopkins
 - Covering a wide variety of topics related to D&I
- Seven member review board (made up of members of the DLC)
 - Each submission was reviewed by two reviewers using a scoring template.
 - Review board picked the top three posters, each receiving a \$500 award.
- Poster session held at the Diversity Recognition Awards Ceremony on May 15.
- Accepted posters:

Desirability and Effectiveness of Anti-Racism Training for Medical Students
Incorporating an Anti-Oppressive Lens into Public Health Pedagogy - Why and How
Characterizing the Social Determinants of Health for Immigrant and Refugee Adolescents in Baltimore City in the Late 2010s*

Our Health Matters: Understanding the Intersectionality Between Physician Implicit Bias and Black Patient Care
Hearing Their Voices: A Qualitative Study of Disconnection in Freddie Gray's Baltimore*
Comparison of Hepatitis B and C among African, Asian, and Latino Immigrants to United States-born persons*
Recruiting African Immigrant Women for Community-Based Cancer Prevention Studies: Lessons from AfroPap Study
Defining Inclusive Excellence in Higher Education
Medical School Research Ranking is Associated with Gender Disparity in MSTP Application Rates
Comparing Structural Competency in Medical School Curricula: A Survey of Medical Students
Científico Latino: Increasing Transparency of Academic Resources to Low-Income Minoritized Students
Increasing Socioeconomic Diversity in Medical School Classes
Health Leads: Addressing Health Disparities Through the Social Determinants of Health
Changing the Social Fabric to Break Cycles of Crime and Poor Educational and Economic Growth

*Session winner



Database of Johns Hopkins Staff/Faculty for D&I Outreach:

- 87 non-DLC members with email addresses
- DLC members via the DLC email list

Next Steps:

- Organize second D&I Student Poster Session in 2020
- Create a permanent website for the poster session where previous years' posters would be made available for viewing/download
- Expand the D&I contact database

Collaborating Across Divisions and Institutions

Subcommittee Chairs:

Barbara Detrick, Professor, School of Medicine
Pedro Lozada Penalva, Associate Director of Development, SAIS

Members:

Joy Gaslevic, Assistant Vice Provost of OIE and Title IX Coordinator, University Administration
Karen Greene, HR Specialist, Applied Physics Laboratory (APL)
Mathison Hall, Senior National Security Analyst, APL
Leslie Leathers, Staff Psychologist, Homewood Student Affairs (HSA)
Liz Mengel, Associate Director Library Services, Sheridan Libraries
Demere Woolway, Director of LGBTQ Life, HSA

Objectives:

- Complete the creation of an organizational chart that identifies the major diversity and inclusion (D&I) entities across Hopkins.
- Socialize the organizational chart with key stakeholders and identify specific collaboration opportunities across divisions around diversity and inclusion.

Key Findings:

In 2018-19, our subcommittee expanded our efforts to reach out to other key D&I groups across the institution. We identified, contacted and created a directory of leaders of all the Divisional Diversity Councils (DDCs). To date, we have established a formal line of communication with the DDCs.

Our second priority was completed with guidance from Fenimore Fisher and Ashley Llorens. The committee aligned communication priorities with the DDCs. As a result, the group shared the DLC annual goals with the DDCs for feedback and collected the DDCs annual goals. To strengthen continuing communication, we also asked DDC representatives to welcome a DLC liaison to their DDC meetings. To date, the DDCs shared positive feedback on DLC goals, have been enthusiastic and receptive, and look forward to working more closely with us in FY20.

Finally, our subcommittee proposed the concept of JHU's D&I Ambassadors as an extended role of DLC members to serve as key advocates for D&I across all JHU departments and divisions. This concept consists of ambassadors serving as a community resource and as key communicators with foundations in intercultural competence and familiarity with the initiatives of the Office of Diversity and Inclusion (ODI). This group would be readily available to educate, promote initiatives, and

participate in events on behalf of ODI. This selected group could also directly liaise with DDCs and promote the advancement of the Roadmap on Diversity and Inclusion at the leadership level across divisions.

Recommendations:

- Make the organizational chart of D&I offices and the DDCs directory available on the JHU Diversity websites to serve as a communication tool for D&I initiatives.
- Support ODI in updating the directory of DDC leaders across the institution on an annual basis.
- Establish a formal mechanism for the DLC and the DDCs to exchange annual goals and increase communication channels throughout the academic year (e.g. by establishing official DDC liaisons on the DLC to attend the various DDC meetings throughout the year).
- Implement steps for the DLC to collaborate with DDCs in support of systematic initiatives to advance the Roadmap on Diversity and Inclusion, for example through the establishment of an ambassadors and train-the-trainer group program and continue to explore other collaborative initiatives across JHU to support the DLC, ODI, and the ODI Knowledge Share Group.
- Continue to maintain and add new elements to the organizational chart (i.e. inclusion of affinity groups).

Communicate with the DLC

DLC Website	http://web.jhu.edu/dlc/
Facebook	https://www.facebook.com/hopkinsdlc1
Twitter	https://mobile.twitter.com/hopkinsdlc
LinkedIn	https://www.linkedin.com/pub/johns-hopkins-diversity-leadership-council/57/70b/a43
Google+	https://plus.google.com/103979265453600353096/posts
Office of Diversity and Inclusion	(410) 516-6056
DLC Operations Manager, Erin Gleeson	egleeso2@jhu.edu
DLC Co-Chair, Ashley J. Llorens	ashley.llorens@jhupl.edu

DLC Media Coverage

Diversity Innovation Grants

[Nine projects receive Idea Lab funding](#)

Diversity Awards

[Biophysicist Karen Fleming wins \\$50,000 Provost's Prize for Faculty Excellence in Diversity](#)

Miscellaneous

[Annual report details progress on university's diversity and inclusion efforts](#)
[Gender, ethnic, racial composition of Johns Hopkins staff detailed in report](#)
[Report tracks progress on goals to recruit and retain diverse faculty](#)

The 2018-2019 Diversity Leadership Council

Name	Subcommittees	School/Division
Judah Adashi	Community Partnerships	Peabody Institute
Kara Beverly	Staff Access & Inclusion	University Administration
Anthony Boutros		Krieger School of Arts and Sciences
Amanda Brown*	Faculty Recruitment & Development*	School of Medicine
James Calvin*	Faculty Recruitment & Development*	Carey Business School
Barbara Detrick*	Collaborating Across Divisions & Institutions*	School of Medicine
Michale Falk	Faculty Recruitment & Development	Whiting School of Engineering
Angela Gilmour*	Disability*	Applied Physics Lab
Mike Glenwick	Community Partnerships	Bloomberg School of Public Health
Dan Hale	Community Partnerships	Johns Hopkins Health System
Mike Glenwick	Community Partnerships	Bloomberg School of Public Health
Mathison Hall	Collaborating Across Divisions & Institutions	Applied Physics Lab
Lynne Jones	Faculty Recruitment & Development	School of Medicine
Christine Kavanagh	Staff Access & Inclusion	Whiting School of Engineering
Leslie Leathers	Collaborating Across Divisions & Institutions	Homewood Student Affairs
Mindi Levin*	Community Partnerships*	Bloomberg School of Public Health
Ashley Llorens**		Applied Physics Lab
Pedro Lozada Penalva*	Collaborating Across Divisions & Institutions	SAIS
Stacey Marks*	Staff Access & Inclusion	School of Medicine
Liz Mengel	Collaborating Across Divisions & Institutions	Sheridan Libraries
David Newton*	Campus Security	School of Nursing
Michael Polydefkis		School of Medicine
Clifton Shambry	Staff Access & Inclusion	Homewood Student Affairs
AJ Tsang	Enhancing the Student Experience	Krieger School of Arts and Sciences
Balazs Vagvolgyi	Enhancing the Student Experience	Whiting School of Engineering
Sean Watkins	Community Partnerships	Center for Talented Youth
	Ex-Officio Members	
Megan Barrett	Director of Student Services, SON	School of Nursing
Harolyn Belcher	Co-Director, Center for Diversity in Public Health	Kennedy Krieger Institute

Crystal Burns	Small Business and Supplier Diversity Lead	University Administration
Boi Carpenter	Sr Assoc VP Develop, Associate Vice President	DAR
Joseph Colon	Director, Office of Multicultural Affairs	Homewood Student Affairs
Heidi Conway	VP of Human Resources	University Administration
Moses Davis	Associate Dean, D&I, HSA	Homewood Student Affairs
Irene Ferguson	Director Student Enrichment Programs	University Administration
Fenimore Fisher**	Vice Provost of Diversity and Inclusion/ CDO	University Administration
Kathy Forbush	Executive Director HR- Talent Management	University Administration
Joy Gaslevic	Assistant Vice Provost and Title IX Coordinator	University Administration
Erin Gleeson	Sr. Program Manager	University Administration
Jeff Gray	Professor, WSE	Whiting School of Engineering
Karen Greene	HR Specialist	Applied Physics Lab
Rigoberto Hernandez	Professor, KSAS	Krieger School of Arts and Sciences
Virginia Herring	Director HR Health Sciences	Bloomberg School of Public Health
Kim Hewitt	Vice Provost of Institutional Equity	Univesity Administration
Jeannine Heynes	Director of Women and Gender Resources	Homewood Student Affairs
Cherita Hobbs	Exec Director HR- Health Sciences	Bloomberg School of Public Health
Aaron Hodukavich	ADA Compliance Officer	University Administration
Keilah Jcques	Center Program Coordinator, SOURCE	Bloomberg School of Public Health
Tanya McMillian (Johnson)	Student Affairs Officer	SAIS
Ramin Mojtabai	Professor, BSPH	Bloomberg School of Public Health
Kim Moton	Director DAR Talent Mgmt & HR	University Administration
Kylie Patterson	Director of Economic Inclusion	University Administration
Marie Polymise-Williams	HR Manager, Libraries	Sheridan Libraries
Gloria Ramsey	Associate Dean, Diversity, Equity, and Inclusion	School of Nursing
Noemi Rice	Assistant Dean of Student Affairs, SAIS	SAIS
Darlene Saporu	Asst. Dean of Diversity and Inclusion	Krieger School of Arts and Sciences/ Whiting School of Engineering
Kathy Schnurr	Chaplain, JHU	Homewood Student Affairs
Inez Stewart	SVP, Human Resources	Johns Hopkins Health System
Julie Thomas	Director, HR SOM	School of Medicine
Michael Ward	Associate Dean for Enrollment and Student Affairs	Bloomberg School of Public Health
Demere Woolway	Director of LGBTQ Life	Homewood Student Affairs
** Council Co-Chair	* Subcommittee Chair/Co-Chair	

Appendix A: Diversity Conference Workshops

WORKSHOP SESSION A

A1: Sexual Harassment in Academia

Presenters: Anne-Elizabeth Brodsky and Karen Fleming

A2: The Power of Personal Storytelling

Presenters: Joseph Colón, Kwame Phillips, and Rezwana Zafar

A3: Case Studies & Conversation: Evaluating workplace discrimination and harassment cases from the lens of a reporter, witness, supervisor, and an investigator

Presenters: Office of Institutional Equity

A4: Increasing the Surgical Specialty Pipeline: An Otolaryngology Clerkship for Underrepresented Minority Students

Presenters: Carrie Nieman and Deidra Crews

A5: Bridging the gap between the immigrant community and health insurance – Centro SOL's case of providing healthcare access for Latinos

Presenters: Mónica Guerrero Vázquez, Isabel Fernandez Abaunza, and Sarah Polk

A6: Breaking Barriers: Creating Inclusive Campus Involvement

Presenters: Donna-Lee Mahabeer, Clifton E. Shambry Jr., Liz Pence, and Caitlin Tumey

WORKSHOP SESSION B

B1: The Missing Link: Unpacking Femininity within Higher Education

Presenter: Jeannine Heynes

B2: Practicing Justice: Critical Reflection as a Framework for Justice and Inclusion

Presenter: Keilah Jacques

B3: Welcoming JHU's Global Community

Presenters: Pedro Lozada, Moses Davis, Shari Lawson, John Lorch, and Damani Piggott

B4: Access and Acceptance for Veterans on College Campuses

Presenter: Elizabeth Hall

B5: Beyond Latinx Inclusion: The JHM Media Team Case and the Science Behind it

Presenters: Audrey Huang and Alsy Acevedo

B6: Can you believe it!?

Presenters: Kathy Schnurr and Maeba Jonas

WORKSHOP SESSION C

C1: Disability Etiquette

Presenters: Aaron Hodukavich, AJ Nanayakkara, and Bonnielin Swenor

Location: Hodson Hall, Room 203

C2: MicroTriggers

Presenter: Cynthia Featherson

Location: Hodson Hall, Room 210

C3: APL Mosaic Project

Presenters: John W. Burke and Crystal Farmer

Location: Hodson Hall, Room 213

C4: Transgender Awareness

Presenters: Sabrina Scarborough and Dariel Peay

Location: Hodson Hall, Room 305

Appendix B: Diversity Recognition Award

Winners

Sharon Bord

Co-Director Emergency Medicine Clerkship

School of Medicine

In her role as Associate Director of Medical Student Education in Emergency Medicine (EM), Dr. Bord has worked tirelessly to advance the education of underrepresented minority (URM) medical students. Dr. Bord is the driving force behind the creation and implementation of the Department of Emergency Medicine's Underrepresented Minority Scholarship Program (URMSP), which is designed to enhance diversity and inclusion within the Department of Emergency Medicine's educational programs. Inaugurated last year, the URMSP is open to applicants who self-identify as members of URM racial/ethnic groups, as well as those who identify as LGBTQ, and those who hail from socioeconomically disadvantaged backgrounds. Her deep commitment to underrepresented students in EM highlights her understanding of the needs of students and patients alike. Dr. Bord created URMSP with the goal of making Hopkins EM training accessible to students for whom it might otherwise be out of reach. She is strongly committed to breaking down barriers to inclusion of minority students in EM training at Hopkins, and she has single-handedly created a successful pipeline whereby they can improve their track record in training and recruiting diverse medical graduates.

Jerrell Bratcher

Administrative Coordinator

Development and Alumni Relations

Since the summer of 2017, Jerrell Bratcher, a staff member of Johns Hopkins University and a member of the Johns Hopkins Black Faculty and Staff Association (BFSA), has been volunteering as a leader and facilitator of a Juvenile Justice and Youth De-Escalation Initiative which incorporates an interactive game-based discussion and teaching tool called, "Juvenile Justice Jeopardy" (similar format to the TV game show), that teaches youth how to interact with police, teachers, and peers and avoid difficult situations. Through his outreach with various offices across JH affiliates, Jerrell partnered with Strategies for Youth (SFY), which is a Massachusetts-based nonprofit policy and training organization dedicated to improving police/youth interactions and reducing disproportionate minority contact (DMC). Jerrell Bratcher collaborated to develop a de-escalation project that would teach Baltimore youth how to interact with police officers, peers, teachers, and authority figures in their communities. This volunteer effort is targeted to Baltimore youth and teens (grades 5 through 12 and recent high school graduates), youth-serving community-based organizations, community groups/associations, and local and state government agencies and organizations. Jerrell's involvement within the Hopkins community affirms the values of commitment to our communities; creating a safe environment that fosters dignity, appreciation, respect, encouragement, and empathy.

Melissa Chang

Undergraduate Student

Krieger School of Arts and Sciences

Melissa Chang has made instrumental changes as President of the Ataxia Ambassadors at Johns Hopkins University, an organization dedicated to advocacy and awareness for patients with the rare movement disorder, Ataxia, and who do not have the social support system that others may have. She spearheaded

a campus-wide event for International Brain Awareness Week that brought together campus organizations that had not worked together previously. The initiative was to provide an afternoon of activities geared toward all ages—all for advocacy and awareness of neurodegenerative and movement disorders. The event reflected the mission of the Ataxia Ambassadors organization that Melissa led, one of social justice and advocacy for patients with Ataxia in the Baltimore community. In addition, Melissa serves underserved communities through workforce development and career readiness in Baltimore. She has held resume workshops, mock-interviews, leadership seminars, and has worked with Living Classrooms Foundation to implement a revised Workforce Development program for their Power52 Training Course.

Rachel Cohen
Software Engineer

Applied Physics Laboratory

Rachel has been actively engaged in efforts to promote diversity, inclusion, and outreach of women and other underrepresented minorities in technology and engineering at APL. In 2017, Rachel served on the Society of Women Engineers' (SWE@APL) Outreach and Women's History Month Committees, both of which won the society's Silver Mission Award. Rachel has volunteered for several APL STEM office events, promoting engineering and technology to students at the elementary through college levels and served as a technical representative at a number of diversity-focused college career fairs on behalf of the APL College Recruiting Office. In October 2017, Rachel co-presented a talk entitled "Overcoming Obstacles Facing Women in STEM" at the annual DLC Diversity and Inclusion Conference. Rachel has promoted D&I within her group at APL, rewriting job requisitions to be more inclusive and appealing to candidates, as well as leading discussions on the importance of inclusion in the workplace. Rachel currently serves as the SWE@APL Diversity and Inclusion Chair Elect. Through this role, Rachel directed a volunteer planning committee to host APL's laboratory-wide Women's History Month activities.

Sherita Hill Golden
Executive Vice-Chair of the Department of Medicine

To help Johns Hopkins Medicine make a positive impact on the Baltimore community following the Freddie Gray uprising, Dr. Sherita Golden developed a program starting with a 5-part lecture series, "Journeys in Medicine," to provide a forum for capitalizing on the diverse experiences of the department's faculty, staff, and trainees. Dr. Golden also launched a department-wide Civic Engagement Initiative in 2016. Since the initiative's inception, the department has sponsored and/or participated in programs to address major concerns raised during the "Journeys in Medicine" series—addressing strained relationships between police and community; mentoring young people; involving more department employees in community activities; sharing research results with the community; and addressing cultural differences to enhance relationships and communication. Finally, Dr. Golden is an ardent supporter of the MERIT pipeline programs to encourage underrepresented high school students from Baltimore City to pursue careers in healthcare.

Sandra Lin
Professor of Otolaryngology
School of Medicine

Dr. Sandra Lin founded and served as the Department of Otolaryngology-Head and Neck Surgery's Director of Diversity and Inclusion Efforts for over 10 years. In a field with some of the lowest rates of underrepresented minority (URM) scholars in medicine and relatively few women, Dr. Lin made diversity and inclusion a priority for the first time within her department, leading to the creation of a culture of diversity and inclusion within the department that has persisted; and creation of programs that are

examples nationally of what a department can do to effect change. Beginning in 2004, Dr. Lin facilitated the creation of a diversity and inclusion mission statement, a diversity committee, and department-level programs to recruit and retain diverse faculty. To grow the pipeline of URM students in medicine considering otolaryngology, Dr. Lin created a mentor clerkship program for visiting junior and senior medical students to increase exposure to otolaryngology and academic medicine early on and to provide needed tools, including mentorship, opportunities to publish, and letters of recommendation for application to residency.

Supriya Munshaw

Senior Lecturer

Carey Business School

Supriya Munshaw has been the co-chair for the Committee for Diversity and Inclusion for the past three years. Using information from a survey from the end of last year, Supriya was able to divide the 10-member committee into 5 subcommittees: Women in the Workplace, Cultural Inclusion, Bridging Political Divides, LGBTQ, and Addressing Racial and Ethnic Bias. The Women in the Workplace subcommittee established a group for women faculty to socialize outside of the workplace and discuss topics relevant to junior women faculty, creating an informal mentoring network. The Cultural Inclusion subcommittee held two events - one celebrating Lunar New Year and another for Ayyám-i-Há, which is celebrated within the Bahá'í Faith. While the former is largely known, the latter event was able to provide information on a smaller, yet important cultural subgroup at Carey. The Bridging Political Divides subcommittee hosted Mr. Mansoor Shams for a talk on removing biases against Islam and Muslims and where some of the beliefs in Islam are rooted. Additionally, the 50th anniversary of the Stonewall Uprising was celebrated, where students and staff shared stories of inspiration – how an LGBTQ mentor influenced or inspired personal, professional, or academic paths.

Ronald Ostrenga

Systems Engineer and Project Manager

Applied Physics Laboratory

Using a wheelchair and crutches for an extended period of time made Ronald Ostrenga aware of the challenges facing employees with physical disabilities at APL. Of particular inconvenience is the dearth of information regarding elevator outages on APL's main campus, which creates issues for staff who rely on those elevators to get around APL. This was one factor that led him to create the Allies of Diverse Abilities (ADA) club. The club aims to be an outlet for education and awareness on various disabilities, as well as a support network for individuals with disabilities and those caring for someone with a disability. Four months in, the ADA club already has several initiatives in progress, which include creating a mailing list for elevator service outages and updates, working with the security office to better disseminate the process for getting Bluetooth hearing aids approved for use in closed-area workspaces, and planning lab wide events for National Disability Employment Awareness Month in October. As the founder and current president of the ADAclub, Ron is dedicated to sharing the stories of differently abled staff members around the lab and raising awareness of issues that impact their everyday lives.

Liz Skerritt

Section Supervisor

Applied Physics Laboratory

Liz Skerritt volunteers as the elected president of Allies in the Workplace, APL's LGBTQA affinity group. In this role, Liz has worked to promote inclusion at the Laboratory as a key member in championing and ensuring the execution and follow-through of the implementation of a need for gender-neutral restrooms on APL's campus. Additionally, during her tenure as President, Liz has committed herself and the affinity

group to focus on inclusivity and awareness of non-binary individuals. Allies has held multiple discussions on non-binary related topics; has encouraged gender-neutral language in communications including job postings, recruiting material, and the Benefits Handbook; and is currently working on a training package for APL supervisors. Liz is also the co-founder of APL's Employee Affinity Group Executive Representatives (EAGER), a group that has resulted in increased communication and collaboration across APL's diversity-related affinity groups. Through Liz's efforts with EAGER, the APL calendar now offers a diversity and inclusion tag for all events, allowing event hosts to highlight events that promote diversity at the laboratory.

Alexandra Sneider

PhD Candidate, Chemical and Biomolecular Engineering

Whiting School of Engineering

In the fall of 2016 Alexandra re-started the Women of Whiting (WOW) Organization, a graduate student group that supports women in STEM through professional development, outreach, and social events. In her third year as Co-President, Alexandra has grown the organization to include over 200 members (students, staff, and faculty) across the many divisions of the University. She imagined and executed the annual Women in STEM Symposium, a one-day event providing communication, negotiation, and career planning guidance that draws over 150 attendees from Hopkins and surrounding universities with 20 diverse speakers, a poster session, networking, and career fair component. In addition to WOW, Alexandra serves as the WOW representative on the Diversity Council for the School of Medicine graduate students, and as a Women in Science and Engineering (WISE) Program mentor for the past two years. Alexandra is also actively involved in recruitment efforts for the Chemical and Biomolecular Engineering (ChemBE) PhD program, for prospective undergraduates through the Hopkins Office for Undergraduate Research (HOUR), and as a speaker for the Mechanical Engineering Department's Graduate Recruitment Day.

Maurisha White

Medical Office Supervisor

Johns Hopkins Bayview Medical Center

When Maurisha White was not able to find a cheerleading program for her young daughter, she worked with other parents to create one at the local community center. That was 21 years ago, and today she remains active with the organization that oversees the center, Turner Station Recreation Council. The recreation council, of which White is president, is located in an impoverished community, and welcomes students from Baltimore City and Baltimore County. It sponsors a free afterschool program that operates four days a week from 4 to 8 p.m., where some 300 students each month receive assistance with their homework and other support. Meals, summer camp, and a free clothing program are also offered at the community center. Students can participate in field trips, board games and rap sessions, and even a club that White organized for girls called, "Uniquely Designed Me" to help them build their self-esteem. For the past six years, White has also organized an annual Thanksgiving feast that fed nearly 300 people this year and a brunch with Santa for over 200 children and families at Soller's Point Community Center in Turner Station.

GROUP AWARDS

APL Technology Leaders and Scholars Internship Program (ATLAS)

Applied Physics Laboratory

The ATLAS organizers have spearheaded a strategic vision to position ATLAS as the premier pipeline at JHU-APL for full-time college hires from Historically Black Colleges and Universities (HBCUs), Hispanic Serving Institutions (HSIs), and Tribal Colleges and Universities (TCUs). ATLAS offers a 12-week internship program to train future leaders. The group implements professional development workshops, career panels, mentoring, networking activities, and performance coaching for interns. The group also works with the College Recruiting Office and Lab Leadership to implement data-driven organizational change to minimize barriers to talent acquisition. Recently, the program has seen tremendous growth. Enhanced marketing and recruitment practices have resulted in an increase in the number of applicants by nearly 200%. Staff internship requisitions have increased by nearly 100%. The number of schools represented in the intern cohorts have increased by more than 100%. Cohort size has nearly doubled and continues to be the largest in the Program's 21-year history. Most notably, over 50% of eligible cohort interns have been converted to full-time hires.

Epidemiology Inclusion, Diversity, Equity, and Science Workgroup (Epi-IDEAS)

Bloomberg School of Public Health

The Epi-IDEAS Workgroup is comprised of students, faculty, and staff in the Department of Epidemiology. The group has three goals: 1) to provide training opportunities to empower faculty, students, and staff to communicate epidemiologic findings to broad audiences; 2) to address how diversity influences epidemiology practice and honoring the diversity in the audiences of our science; and 3) to foster a culture of diversity and inclusion in the department. This year alone, the workgroup organized a "Diversity and Inclusion Meetup" at the start of the year, a mid-year follow-up event, two receptions for admitted students from diverse backgrounds, and a panel for international students. The group also worked to implement an online bias training for new students and faculty. Epi-IDEAS has also collaborated with the Curriculum Committee to promote a more nuanced treatment of sociodemographic variables in epidemiologic research and expanded course offerings with a focus on service-learning. The workgroup's activities aim to support and build upon the University's efforts to "promote and advance a more diverse, inclusive and supportive environment for all members of Johns Hopkins"

Identity and Inclusion Co-Facilitators

Homewood Student Affairs

In 2016, in response to student needs and requests, and as a charge from the Roadmap on Diversity and Inclusion, the Homewood Student Affairs (HSA) Diversity and Inclusion Team, comprised of the Associate Dean of Diversity and Inclusion, Campus Ministries for Religious and Spiritual Life, LGBTQ Life, the Office of Multicultural Affairs, and Women and Gender Resources, developed the Identity and Inclusion workshop that is required of all first-year students at the Homewood Campus. This two-hour workshop was designed to engage students in reflecting on their own identities, explore the concepts and values of safe and brave spaces, and identify campus resources. Over the past three years, the Co-Facilitators have been responsible for helping the HSA Diversity and Inclusion team facilitate over 120 two-hour Identity and Inclusion workshops. These Co-facilitators, coming from many Homewood Student Affairs departments, stay on campus well into the evening and return to campus on weekends to engage these complex, important, and sometimes sensitive conversations. In addition, they undergo training and refresher sessions each semester to learn the curriculum, offer and receive feedback and share strategies for effective facilitation. Their commitment to engendering a more inclusive campus community is crucial to shaping a culture where everyone may flourish.

Oasis in the Food Desert

Johns Hopkins Community Physicians

The Oasis in the Food Desert: East Baltimore Medical Center Farm to Clinic Program began in the summer of 2018. The program collaborates with Karma Farms of Monkton to distribute fresh produce to adult patients in an urban, underserved clinic. The East Baltimore Medical Center (EBMC) was selected as the distribution site because it is centrally located within the Baltimore community and has historically served as a hub for medical care for the surrounding area. This program has provided patients with vegetables every week over the course of about three months. The program had over 1,100 pounds of fresh vegetables distributed to 421 unique EBMC participants. In addition, the three cooking classes that were held at the clinic were well attended and well received by the community. EBMC serves the medical needs of many patients who live in food deserts, areas where healthy foods are not easily accessible. The Farm to Clinic Program connected the East Baltimore community with farm fresh vegetables to reduce food insecurity and access disparities and improve their health.

Appendix C: Johns Hopkins Divisional Diversity Committees (DDCs) - Leadership Contacts

Academic Division	Name of Divisional Diversity Council	Main contact	URL	Notes
APL	Inclusion and Diversity Executive Alliance (IDEA) & The FUSE (Fostering Unity & Staff Empowerment) is comprised of a representative from each of APL's affinity groups	APL's Chief Diversity and Inclusion Officer, Aili Kujawa		-Meets every other month, next FUSE meeting will be in August <i>DLC Members: Karen Green, Mathison Hall, Ashley Llorens</i>
Carey	Committee on Diversity and Inclusion	Divisional DLC Lead: Michael Doyle, mdoyle@jhu.edu Divisional DLC Lead: Supriya Munshaw, smunsha1@jhmi.edu Roger Williams, Sr. Associate Director for Student Diversity & Inclusion (recent appointment) r.williams@jhu.edu	https://carey.jhu.edu/about/diversity-inclusion/	-Next meeting in September -Office of Experiential Learning houses these organizations and they are in the process of creating a Council for Inclusive Excellence in F19 that would have representation from the general student body, but specifically from each of these orgs: <ul style="list-style-type: none"> - Black Hispanic and Indian Association - African Business Committee - Out for Business(LGBT student org) - Women in Business - Veteran Student Association
Homewood (Including Krieger and Whiting)	Homewood Council on Inclusive Excellence	Rigoberto Hernandez (chair) r.hernandez@jhu.edu	https://hcie.jhu.edu/	-Meets monthly, starting in September (holds retreat in August) -Goals published at: https://hcie.jhu.edu/2018-2019-goals/ <i>DLC members: Jeff Gray</i>

Academic Division	Name of Divisional Diversity Council	Main contact	URL	Notes
Libraries	While not officially listed, the <i>Libraries and Museums Diversity Committee</i> is in a period of transition. They will be rethinking focus and membership over the summer to better align with the roadmap.	Homewood – Sheridan Libraries, Liz Mengel (DLC) - emengel@jhu.edu		SAIS Mason Library - Sheila Thalhimer APL Gibson Library - Christina Pikas. Peabody Friedheim Library – Kathleen DeLaurenti. JHMI Welch Medical Library – Will Bryant <i>DLC Members: Liz Mengel</i>
Peabody	Peabody Diversity Pathway Task Force	Judah Adashi (jadashi1@jhu.edu) Sarah Hoover (Climate/Inclusion and Cultural Competency) – sarah.hoover@jhu.edu Abra Bush (curriculum and programming) – abush10@jhu.edu Townsend Plant (pipeline to student recruitment) – tplant2@jhu.edu	https://peabody.jhu.edu/explore-peabody/our-future/breakthrough-plan/task-forces/	-Meets twice a year (once a semester) -DLC should plan to attend their spring 2020 meeting (not yet scheduled). -Working on a comprehensive plan expected by Jan 1. <i>DLC Members: none confirmed</i>
SAIS	SAIS Diversity council	Noemi Crespo Rice (noemi.crespo@jhu.edu) and Tanya Mcmillan (co-chairs) tmcmill7@jhu.edu	n/a	- Starting F19, meetings are twice in the fall, twice in the spring and once in the summer (will invite DLC to October meeting) -No existing staff affinity groups. Several student groups are active. <i>DLC Members: Noemi Rice (Ex-officio), Tanya Johnson (Ex-officio), Pedro Lozada</i>
School of Public Health	Committee on Equity, Diversity and Civility	JHSPH.cedc@jhu.edu . Divisional DLC Lead: Ramin Mojtabai, rmojtab1@jhu.edu Divisional DLC Lead: Virginia Herring, vherring@jhu.edu Divisional DLC Lead (main staff contact): Susan Williams, swilli94@jhu.edu	https://www.jhsph.edu/about/school-wide-initiatives/diversity-and-inclusion/committee-on-equity-diversity-and-civility/	-Contact late summer to explore joint meeting - Director of Diversity, Equity and Inclusion position in F19 -There is an LGBTQ+ Working Group (staff and faculty) The contact is John Wiginton(jwigin2@jhmi.edu) <i>DLC Members: none</i>
School of Education	Committee on Diversity and Civility (CODC)	Marcy Davis (interim chair) (marcy@jhu.edu)	https://education.jhu.edu/committee-diversity-civility/	-DLC to reach out in September to explore

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				joint meeting/working session <i>DLC Members: none confirmed</i>
School of Medicine-	<ol style="list-style-type: none"> 1. Johns Hopkins All Children's Hospital 2. Johns Hopkins Bayview Medical Center 3. Johns Hopkins Home Care Group 4. Johns Hopkins Community Physicians 5. Howard County General Hospital 6. The Johns Hopkins Hospital 7. Johns Hopkins Health Care 8. Johns Hopkins Medicine International 9. Sibley Memorial Hospital 10. Suburban Hospital 	<ol style="list-style-type: none"> 1. Joseph Conrod Sr., SPHR, MA; Director, Human Resources jconrod1@jhmi.edu and Londa Thomas, HR Program Manager (727) 767-4138 - lfootma2@jhmi.edu 2. Karen Jones, Director of Diversity, Inclusion, and Career Development kjones94@jhmi.edu 3. Denise J. Lannon, Executive Director, Human Resources dlannon2@jhmi.edu 4. Alissa Putman, OD&T Consultant aputman1@jhmi.edu 5. Kursten Jackson, Sr. Human Resources Director kjackson@jhmi.edu 6. Nicole Iarrobino Core Team Member and Sr. Project Administrator for Patient Relations & Family Advisory Councils niarrob1@jhmi.edu 7. Joseph Rammacca, Senior Director, Human Resources jrammacca@jhmi.edu Anthony Coleman, Senior Human Resource Generalist ancoleman@jhmc.com 	<ol style="list-style-type: none"> 1. JHACH Diversity & Inclusion webpage 2. JHBMC Diversity Council webpage 3. Not available 4. Not available 5. Not available 6. Not available 7. Not available 8. Not available 9. Not available 10. Not available 	

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		<p>Kijon Renfroe, Project Coordinator krenfroe@jhhc.com</p> <p>8. Mini Malhotra, Senior HR Generalist mkanwar1@jhmi.edu</p> <p>9. Shelley Baker, Senior Director, Human Resources sbaker49@jhmi.edu Katie Mancusi, Senior Talent Management Specialist kmancus2@jhmi.edu</p> <p>10. Charmaine Williams, Director, Recruitment and Retention cwill169@jhmi.edu</p>		
School of Nursing	Diversity, Equity & Inclusion Committee	Co-chairs Dean Patricia Davidson and Associate Dean Gloria Ramsey gloria.ramsey@jhu.edu	https://nursing.jhu.edu/about-us/values-diversity/committee.htm	DLC Members: none confirmed

