

FDI DIVISIONAL/SCHOOL ACTION PLAN - SAIS

Johns Hopkins is a community committed to sharing values of diversity and inclusion in order to achieve and sustain excellence. We firmly believe that we can best promote excellence by recruiting and retaining a diverse group of students, faculty and staff and by creating a climate of respect that is supportive of their success. This climate for diversity, inclusion and excellence is critical to attaining the best research, scholarship, teaching, health care and other strategic goals of the Health System and the University. Taken together these values are recognized and supported fully by the Johns Hopkins Institutions leadership at all levels. Further, we recognize that the responsibility for excellence, diversity and inclusion lies with all of us at the Institutions: leadership, administration, faculty, staff and students--JHU Statement on Diversity and Inclusion

Each Division is asked to submit a *three-year Faculty Diversity Action Plan* that consists of the three components below. As you achieve divisional milestones, these data will assist the University in measuring our progress in increasing faculty diversity, and cultivating a nurturing, creative and inclusive environment.

While it is within the discretion of divisional leadership to determine the scope and contents of the Action Plan, an inclusive approach that engages a broad cross-section of your faculty community is encouraged.

PART I: DIVISIONAL SELF-ASSESSMENT

Please provide a candid assessment of the current state of diversity within the division, including the climate for diverse scholars.

- A. Describe previous departmental efforts to increase faculty diversity and to create an inclusive environment.

Among the highest priorities of the current SAIS leadership is the crafting and implementation of a modern and comprehensive strategic plan for SAIS. Since August 2014, over 50 meetings with faculty, staff, deans, JHU administration, alumni, board members, and students shaped the conversation around the future of SAIS, culminating in the May 2015 launch of the strategic plan, titled, "Advancing the Mission." With the broad goal of advancing the school's mission (see Part II for further details), the SAIS strategic plan places particular emphasis on cultivating faculty excellence and diversity.

While the strategic plan is in the early stages of implementation, important progress has been made in key areas related to strengthening faculty diversity at SAIS. First, the SAIS Office of Academic Affairs was restructured to include a dedicated faculty affairs component. To that end, the school created the role of Assistant Dean for Faculty Affairs and added a new supporting position of Manager of Faculty Affairs. Under new leadership, the SAIS Office of Academic and Faculty Affairs has advanced diversity as a strategic priority. The Vice Dean and the Assistant Dean are ex officio members of all faculty search committees and they serve as the designated diversity advocates for faculty searches. The Assistant Dean manages recruitment and retention strategies that support the school's faculty diversity goals.

SAIS is also in the unique position of having only recently implemented a tenure-track system. Prior to AY16, full-time junior faculty served for two- to three-year terms that were renewable up to a total of nine years. Tenure consideration was only given for more senior faculty positions, such as program directors. Hence, past efforts to increase diversity through recruitment and to retain

talented faculty inevitably had a more narrow focus than efforts today with the new tenure-track system in place.

- B. Provide data and metrics regarding current faculty diversity within the division, by department (as applicable). Include information regarding all ladder, and non-ladder rank faculty positions.

SAIS Full-Time Faculty Disaggregated by Rank/Status, Gender, Race/Ethnicity, AY18

	TOTAL	FEMALE		Hispanic		Black		Amer Indian		Asian		Haw, Pacific		White		MINORITY		URM	
	N	N	%	N	%	N	%	N	%	N	%	N	%	N	%	N	%	N	%
FT: Full Professor	21	3	14	1	5					1	5			19	90	2	10	1	5
FT: Associate Professor	7	4	57	1	14					1	14			5	71	2	29	1	14
FT: Assistant Professor	18	7	39	1	6					4	22			13	72	5	28	1	6
Total Professorial	46	14	30	3	7	0	0	0	0	6	13	0	0	37	80	9	20	3	7
FT: Other Ranks	47	13	28	4	9	1	2			6	13			36	77	11	23	5	11
PT: All ranks	13	6	46											13	100				
TOTAL DIVISION	106	33	31	7	7	1	1	0	0	12	11	0	0	86	81	20	19	8	8

- C. Discuss any recent or historical challenges to diversity, esp. in the areas of recruitment and retention. Provide detail regarding those departments or units requiring special attention.

Current full-time SAIS faculty metrics suggest that there is ample room for improvement in the area of diversity, particularly with regard to URM faculty. As outlined in Section I-B, the SAIS ladder faculty (tenured and tenure-track faculty) is predominantly composed of non-URM members (only 3 out of 46--just under 7 percent--are URM), and non-ladder categories are not significantly different. In other areas, such as gender balance, the school has made important headway, increasing female representation in the ladder ranks from 19 percent in 2012 to 30 percent in 2018, and non-ladder categories experienced similar increases. In terms of total numbers, the increase in female faculty is particularly impressive, going from a total of 11 in 2012 to 33 in 2018 and growing.

It should also be underscored that international diversity is a particularly important metric for Johns Hopkins SAIS, given the nature of the school's core curriculum and the composition of the student body (the SAIS student body represents approximately 75 countries). Placing a significant degree of emphasis on international diversity could impact recruitment in traditional URM categories such as African Americans, Hispanic Americans, etc.

Historically, the pools of qualified URM candidates applying for SAIS faculty positions in the various specializations of international relations and international economics have been limited. Whether this is a reflection of the global availability pools in these academic fields is a topic that warrants further research. What is clear is that, as noted above, the lack of a tenure-track system structurally limited previous recruitment and retention efforts. The new tenure-track system provides an opportunity to increase diversity in the school's academic governance body, and the tenure-track numbers already demonstrate progress in this regard (see table in Section I-B).

Focused efforts to increase awareness and sensitivity about diversity issues among the faculty and administration will greatly improve the school's ability to meet its strategic diversity goals. Two dedicated Faculty Affairs positions—one at the assistant dean level—in the recently restructured Office of Academic and Faculty Affairs will lead a coordinated effort to design and implement enhanced recruitment and retention strategies and institutionalize the following five best practices:

- *benchmarking of availability and candidate pool data*
- *unconscious bias training for search committee members*
- *inclusion of diversity advocates on search committees*
- *divisional leadership oversight of candidate short lists prior to interviews*
- *submission of final search activities summaries.*

PART II: DIVISIONAL GOALS

Please list general and specific goals to increase diversity and inclusion within the division for the next three years, starting July 1, 2016. Include those goals, which are clearly achievable, as well as “stretch” goals that will require additional creativity, planning, resources, and budget allocations.

BACKGROUND

As noted in Section I, one of the highest priorities of the current SAIS leadership is to implement the recently launched strategic plan, “Advancing the Mission.” The SAIS Strategic Plan seeks to advance the school’s mission and vision (see box below) through a plan of action articulated in six broad objectives:

- (1) Cultivate faculty excellence and diversity*
- (2) Attract the best students*
- (3) Foster a culture of collaboration and learning among faculty*
- (4) Elevate the Johns Hopkins-SAIS profile*
- (5) Foster a culture of staff excellence*
- (6) Grow the resources available to the school*

SAIS Mission: To educate and prepare the next generation of global leaders in government, the private sector, multilateral institutions, and the nonprofit sector to solve multifaceted 21st century global challenges through a curriculum strongly rooted in a study of international relations, economics, and regional studies.

SAIS Vision: To be the preeminent school of international affairs by providing our students with the most innovative and academically rigorous curriculum that prepares them for leadership, while also serving as the forum for novel ideas for solving the world’s most pressing problems. We will strengthen our multidisciplinary approach to international affairs by training global leaders to emphasize the connections between intellectual excellence, innovation, entrepreneurship, and social engagement.

SAIS’s faculty diversity strategic goals are addressed in objective #1 (cultivate faculty excellence and diversity) and can be summarized as follows:

- *we will focus our attention and resources on the recruitment of the next generation of faculty;*

- *we will employ a rejuvenated approach to recruitment that both emphasizes the Johns Hopkins- SAIS competitive advantage and also offers competitive market-driven incentives;*
- *we will seek to hire faculty that:*
 - *are diverse, both intellectually and in demographic profile, who will increase our coverage of fields that are either underrepresented at the School or that have increased in importance in the field of international affairs;*
 - *combine excellence in teaching with deep commitment to scholarship and to influencing policymaking;*
 - *can potentially serve the School's intellectual needs across multiple academic programs;*
- *we will build upon recent philanthropic giving in support of faculty hiring, such as the gifts that established the Henry A. Kissinger Center for Global Affairs and the Aronson Center for International Studies;*
- *we will devise a plan for academic continuity, as some faculty will inevitably retire or leave; as part of this process, we will explore ways to better integrate junior faculty into the academic life and governance of the School.*

Objective #3 (foster a culture of collaboration and learning among faculty) touches on issues related to faculty development, collaboration, and retention:

- *we seek stronger connections between faculty across our three locations in Washington, Bologna, and Nanjing and with other divisions of JHU to foster a stronger culture of research, inquiry, information sharing, and collegiality;*
- *we also seek to create opportunities for faculty to collaborate and learn from one another across structured academic programs to produce research and thought leadership that elevates the School's profile; this could include a range of possibilities, from the hosting of school-wide research seminars to book and research workshops focused on faculty research;*
- *the School must support renewed faculty engagement by:*
 - *providing incentives for strong academic research;*
 - *establishing new protocols for faculty performance;*
 - *prioritizing mentorship and support of junior faculty;*
 - *recognizing excellence in teaching;*
- *with JHU, we plan to pursue opportunities like the Bloomberg Distinguished Professorships, which allow us to partner with fellow JHU divisions (such as the Bloomberg School of Public Health, the Krieger School of Arts and Sciences, and the Whiting School of Engineering) to introduce our students to new topics and experts outside of the traditional international affairs arena; we will also explore other faculty collaboration, joint teaching opportunities, and the possibility of cross-listing courses with other divisions of JHU.*

Guided by the SAIS strategic plan, and in line with JHU's priorities outlined in the Faculty Diversity Initiative (FDI) and the "Ten by Twenty" JHU strategic blueprint, important steps were taken in FY16 and FY17 to help devise and implement the SAIS FDI Action Plan. As noted in Section I, the recently restructured Office of Academic and Faculty Affairs now has a dedicated faculty affairs team. In FY16, SAIS also instituted a new tenure-track system and, with a rapidly expanding faculty and new tenure-track procedures in place, the Office of Academic and Faculty Affairs is has implemented a new faculty mentoring program aimed towards career development and retention. It is in this context that SAIS will advance faculty diversity as a top strategic priority.

DIVISIONAL GOALS FOR FY17–FY19

Year One (FY17)

1) To support the recruitment of top faculty, with the concurrent objective of increasing faculty diversity:

- implement enhanced recruiting and diversity practices:**
 - *unconscious bias training and best practices information dissemination for search committee members*
 - *benchmarking of availability pools with tools such as Interfolio*
 - *inclusion of a diversity advocate on search committees and leadership oversight of candidate short lists prior to the interview process*
 - *institutionalization of best recruiting practices with the use of a faculty search checklist*
 - *dissemination of best academic practices such as a diversity-sensitive course planning checklist*
 - *promotion of the JHU Faculty Diversity and Inclusion Research Awards*
- employ the services of a specialized firm to expand the pool of candidates for ongoing searches and identify target-of-opportunity candidates**
- Devise strategies to develop pipeline programs aimed at increasing diversity in availability pools (e.g. postdoctoral opportunities, targeted admissions recruitment efforts for SAIS PhD candidates, faculty engagement in targeted outreach efforts to generate interest in academic careers with a focus in international affairs, etc.)**

2) To support the development and retention of outstanding faculty:

- implement the new SAIS mentoring program for tenure-track faculty**
- design and implement an annual assessment method to enhance faculty retention efforts:**
 - *establish a faculty data baseline*
 - *develop a system to track faculty milestone progress, with careful consideration of the new JHU faculty data management system FacultyForce*
- build a strong intellectual community:**
 - *increase seminar and other opportunities for faculty to present ongoing research and collaborate on projects*
 - *foster cross-pollination of ideas and enable faculty to teach across academic disciplines*

within SAIS and with other JHU divisions, using the Bloomberg professorships as one possible model

- ➔ *increase opportunities for outside-the-classroom interaction among faculty and students and social interaction among the senior and junior faculty*
 - *organize faculty socials and luncheon/dinner discussions*
 - *create more opportunities for faculty to work with students outside the classroom through research collaboration, socials, etc.*
 - *reduce faculty administrative tasks to allow for increased social and other interactions*

Year Two (FY18)

1) *To support the recruitment of top faculty, with the concurrent objective of increasing faculty diversity:*

- ➔ *assess progress of FY17 efforts*
- ➔ *devise strategies to improve the effectiveness of these efforts, including the continued services of a specialized firm to grow the pool of diverse candidates for faculty positions and the use of tools such as Interfolio (for faculty searches) to track availability pools for individual searches*
- ➔ *set up a system to nominate candidates for the JHU-supported visiting professorship/scholar program to support JHU-SAIS diversity goals*
- ➔ *set up a SAIS diversity postdoctoral fellowship program in line with JHU guidelines, with the longer-term goal of contributing to the diversity faculty pipeline in the areas of international relations and economics*

2) *To support the development and retention of outstanding faculty:*

- ➔ *assess progress of FY17 efforts*
- ➔ *devise strategies to improve the effectiveness of these efforts, such as enhanced use of the new JHU tracking tool FacultyForce*

Year Three (FY19)

- ➔ *assess progress of FY18 efforts, report on accomplishments, and identify areas of further improvement that require additional funding/fundraising commitments*

PART III: DIVISIONAL PLAN SUMMARY

Goals/Strategies	Actions/Activities, including Assessment/Measurement Criteria	Responsible Parties	Deadline for Completion
1.0. Recruitment - Search Practices - Establish and Implement Protocols for Faculty Searches, identified in FDI – Best Practices for Faculty Searches			
1.1. Establish and Implement Protocols for Faculty Searches, identified in FDI – Best Practices for Faculty Searches	1.1. Institutionalization of best recruiting practices with the use of a faculty search checklist. We will continue to track key recruiting materials available on the SAIS Faculty Resources web page, with the goal of reaching 100% of materials available online.	1.1. Associate Dean of Academic & Faculty Affairs & Director of Faculty Affairs & Planning	1.1. Fall 2016. Completed; updates ongoing.
	1.1. The Office of Academic and Faculty Affairs team is responsible for devising faculty data tracking systems and disseminating faculty- and diversity-related information.	1.1. Associate Dean of Academic & Faculty Affairs & Director of Faculty Affairs & Planning.	1.1. AY17. Ongoing.
1.2. Benchmark Availability Pools for all faculty searches	1.2. The Director of Faculty Affairs and Planning is in charge of managing recruitment strategies, such as: <ul style="list-style-type: none"> Arranging for unconscious bias training and hiring a specialized search firm, as well as drafting and implementing enhanced policies. Following searches, the Office of Academic and Faculty Affairs will make an assessment of applicant pools following each search; tracking will be possible with the use of Interfolio for all faculty searches. 	1.2. Associate Dean of Academic & Faculty Affairs & search committees.	1.2. AY17. Adoption of Interfolio still in progress. Staff restructure will help speed the process.
1.3. Unconscious Bias Training for all search committee members	1.3. The Director of Faculty Affairs and Planning is in charge of managing recruitment strategies, such as arranging for unconscious bias training, and will track the number of trained committee members, with the goal of providing training to all faculty members serving on search committees.	1.3. Director of Faculty Affairs & Planning.	1.3. AY17. Unconscious bias training in May 2017.
1.4. Diversity Advocates assigned to all search committees	1.4. The Associate Dean of Academic and Faculty Affairs is an ex officio member of all faculty search committees and is the designated diversity advocate for faculty searches. The Office of Academic and Faculty Affairs will monitor Diversity Advocate activity to track the number of searches that included explicit efforts to increase faculty diversity, with the goal of reaching 100%.	1.4. Associate Dean of Academic & Faculty Affairs.	1.4. AY17. Diversity advocate in all search committees; ongoing efforts to train more faculty.
	1.4. The Director of Faculty Affairs & Planning is in charge of managing search practices, which has included: <ul style="list-style-type: none"> Hiring a specialized search firm (Willie Tucker & Associates) to assist in identifying outstanding faculty candidates. Success will be defined by the number of referrals that convert to successful faculty hires. 	1.4. Director of Faculty Affairs & Planning	1.4. AY17. Specialized firm did not deliver as expected; strategic planning ongoing.

	<ul style="list-style-type: none"> The Office of Academic and Faculty Affairs team is working with SAIS leadership to devise effective pipeline strategies in the context of advancing the goals of the SAIS Strategic Plan. 		
1.5. Divisional Leadership Oversight of all candidate short lists prior to campus interviews	1.5. The Associate Dean of Academic & Faculty Affairs will review all short lists prior to inviting candidates for campus interviews	1.5. Associate Dean of Academic & Faculty Affairs.	1.5. AY17. Procedure implemented; ongoing efforts.
1.6. Completion of final search activities summary/report for all faculty searches.	1.6. Search committees will be required to submit final reports for tracking at the conclusion of each search.	1.6. Search committee chairs, Associate Dean of Academic & Faculty Affairs, and Director of Faculty Affairs & Planning	1.6. AY17. Implementation in progress.
2.0. Recruitment.- Search Tools - Utilize FDI Funding Mechanisms			
2.1. TOP	2.1. The Office of Academic and Faculty Affairs has engaged an external search firm to identify outstanding and diverse candidates.	2.1. Search committee chairs, along with all faculty.	2.1. Ongoing. More assistance needed from JHU to make our ongoing efforts more effective.
	2.1. The Office of Academic and Faculty Affairs team is working with SAIS leadership to devise effective pipeline strategies in the context of advancing the goals of the SAIS Strategic Plan.	2.1. Office of Academic Affairs.	2.1. Ongoing. More assistance needed from JHU to make our ongoing efforts more effective.
2.2. Establish a visiting faculty program	2.2. The Office of Academic and Faculty Affairs team is working with SAIS leadership to devise effective pipeline strategies in the context of advancing the goals of the SAIS Strategic Plan.	2.2. Office of Academic Affairs.	2.2. Ongoing. JHU FDI support for Visiting Scholars has yielded good results thus far (obtaining funding for one in AY17 and for another in AY18); we hope for more support going forward.
2.3. Establish postdoctoral fellowship program	2.3. The Office of Academic and Faculty Affairs team is working with SAIS leadership to devise effective pipeline strategies in the context of advancing the goals of the SAIS Strategic Plan.	2.3. Office of Academic Affairs.	2.3. Ongoing.
2.4. Research Award	2.4. The Office of Academic and Faculty Affairs team will work to publicize this award to SAIS faculty and possibly collaborate to put names forward for consideration.	2.4. Office of Academic Affairs.	2.4. Ongoing, as nominations for research awards arise.
3.0. Resources - Description of resources, investments, reallocations, personnel required to achieve goals described above	Cost of external search firm, and other external resources will be provided by the Dean's office, in consultation with the Office of Academic Affairs.		

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