



Faculty Diversity Report

August 2017

The WSE has focused on the two key elements required for a diverse faculty;

1. Recruitment, and,
2. Retention.

Recruitment

Recruitment efforts have been supported by Assistant Dean for Diversity and Inclusion, Darlene Saporu and by a number of steps required in the hiring of new faculty members. Adherence to these best practices includes;

1. Broadening the sub-disciplinary scope of each search.
2. Establishing search committees with the appropriate technical expertise and a concern for diversity.
3. Requiring each search committee to have a diversity advocate.
4. Requiring each search committee member to undergo unconscious bias training.
5. Ensuring that advertisements for the open position reach a broad, technically meritorious candidate pool.
6. Decanal approval of the search plan.
7. Decanal approval of the preliminary affirmative action report.
8. Decanal approval of the list of candidates for on-campus interviews.
9. Setting expectations for a welcoming environment for each interviewee.
10. Making highly competitive offers.

Retention

Retention is best accomplished by having a work environment which is collegial, supportive and effective and which instills confidence in each faculty members' ability to excel in their scholarship. This includes competitive compensation and the technical resources required for high-impact scholarship.

In general, faculty salaries in the WSE are not competitive with private peer institutions. To address this competitive disadvantage, the WSE has a very strong merit-based pay structure. WSE Dean Ed Schlesinger also put an additional 2% of annual salary for tenure-line faculty members into the budget to address critical retention cases. Vice Dean for Faculty, Andrew Douglas, does equity studies for all women and URMs and advocates for keeping those salaries competitive to foster inoculation against retention challenges.

The WSE has a very active mentoring program for junior (untenured) faculty members. Each junior faculty member is expected to have two mentors; one from within their home department and one from another department. Vice Dean Douglas meets with heterogeneous (from different departments) groups of junior faculty members each Fall. These meetings check that mentoring is active, that junior faculty members get to know each other and that questions about promotion can be answered. In Spring 2017, both Dean Schlesinger and Vice Dean Douglas met with all junior faculty members by department. Again, mentoring was assessed. Meeting by department enabled the WSE's leadership to assess the climate, collegiality and supportive structures in each department.

Each retention case is highly individualized and specific to each faculty member's unique circumstances.

These include;

Activities to Enhance Inclusion

An inclusive climate is one where all faculty feel valued, empowered and equipped with the tools to thrive in their academic careers. Women and URM faculty in engineering face unique challenges in their academic careers including unconscious bias, stereotype threat, lack of critical mass and role models, differential access to key networks and developmental opportunities. In order to address these challenges and enhance inclusion we implemented activities that focus on departmental climate, community building, and opportunities for leadership and professional development.

Departmental Climate

Last year we formed the Homewood Council for Inclusive Excellence (HCIE). The HCIE advises the Homewood deans on matters of diversity, advocates for policies that foster an inclusive climate, identifies current practices that pose barriers to the engagement and success of underrepresented constituents, increases awareness of best practices, and implements innovations that advance our diversity goals outlined in the Roadmap. Over the past year, the members of the HCIE have met with the deans and vice-deans of the Whiting and Krieger schools to discuss faculty diversity and set short-term goals toward improving faculty diversity, climate, and education.

In April of 2017 we launched our departmental Diversity Champions initiative. The primary role of the diversity champion is to help facilitate culture change and serve as advocates and allies for issues of equity and inclusion. As critical thought leaders, diversity champions work with their chair and faculty colleagues to identify barriers to inclusion and implement collaborative solutions that enhance climate for women and URM faculty. The Champions provide periodic reports to the dean's office regarding progress and challenges arising from the Action Plan goals.

The Whiting diversity champions have met twice (in April and June) and are still in the process of writing departmental diversity plans. Although the initiative is fairly new, we are excited about the potential of this group to mobilize positive changes in departmental culture through sharing best practices and serving as advisors to their respective chairs.

Community Building

Providing opportunities for URM faculty and women faculty to network with and engage in peer to peer mentoring is key for reducing feelings of isolation and limiting stereotype threat. This year in celebration of Black History Month we hosted a welcome mixer for our new African American faculty at the home of Ralph Etienne Cummings. This gathering allowed faculty to get to know each other in an informal setting. All faculty who attended wrote emails saying they greatly enjoyed their time and look forward to the next one. Similarly, we host lunches for our women faculty (facilitated by Lori Brady) to provide a safe space to share experiences and discuss ways we can improve climate for women in Whiting. Increasing opportunities for community and peer to peer support is important for signaling that we understand that the

experiences of URM faculty and women are different but we are also very invested in ensuring that they have the tools/resources they need to thrive at Hopkins.

Recognition of Diversity Work

We have made strides to increase visibility of research, curriculum, events and service endeavors that advance diversity, social change and community development. Departments are encouraged to look for and invite speakers from diverse backgrounds to seminar series. Last year we hosted Chance Glenn (Dean Alabama A&M) who is also a Whiting School alum. We hosted a dinner with Morgan State University to discuss how to increase faculty research collaborations. These Many of our faculty are doing important work in mentoring and building relationships that increase diversity and were recognized by the Diversity Leadership Council for their efforts. Our publications/communications, including our magazines and post cards highlight the contributions and accomplishments of our diverse faculty.

Development Opportunities

Engaging leadership, particularly chairs in fostering an inclusive culture is key to faculty retention and development. WSE Vice Dean of Faculty is in the beginning stages of developing a curriculum/handbook guide for new/incoming chairs. In addition to this curriculum we recently held lunch meetings with new chairs to discuss the importance of departmental climate, the role of diversity champions and ways to utilize the Assistant Dean of Diversity as a resource for faculty diversity.

We are also in the process of launching the Master Mentor program developed by Jennifer Haiythornwaite on the Homewood campus by next spring. This initiative is led by the Homewood Council on Inclusive Excellence and the goal of the Master Mentor program is to help senior faculty members improve their mentoring skills. Through the workshop faculty members will learn strategies to promote productive relationships, to provide constructive feedback, to encourage confidence, and to help deal with personal and professional barriers, including those related to diversity and inclusion.

In addition to leadership development, we are also invested in seeking out development opportunities for our URM and women faculty to participate in. We were awarded a Clare Booth Luce grant to support a named professorship for one junior woman in Whiting for five years. This awards provides the nominated faculty member with substantial professional development funds for lab equipment, graduate students and conference travel and other research expenditures. We continually seek out similar development opportunities to advance the careers of our women and URM faculty.