

Krieger School of Arts and Sciences Faculty Diversity Action Plan



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Introduction

The Krieger School is one of the nation's premier arts and sciences programs, preparing outstanding undergraduates to contribute to their chosen professions and fields. Our vision of a modern college education must unfold in an environment that embraces meritocracy and celebrates diversity. As a national leader in the humanities, social sciences and natural sciences, Krieger has unique opportunities to expand upon our strengths by fostering greater diversity and inclusion. Given that we are charged with educating the majority of undergraduates on the JHU campus it is critical for us to provide students with an educational experience that prepares them to be leaders in a global society. Our undergraduate population has become increasingly diverse as close to 20 percent of students in the 2014 incoming class were underrepresented minorities (13.5 percent Hispanic and 6.0 percent African American). Yet our faculty of color remain woefully underrepresented at all levels and disciplines in Krieger.

To engage in cutting edge research and provide an excellent undergraduate and graduate education, it is imperative that we recruit broadly for excellence from among previously untapped talent pools. We recognize the benefits of having exceptionally talented faculty, staff and students, with a breadth of backgrounds and experiences who infuse new perspectives and ideas to our intellectual community and accelerate innovation. Given our location in Baltimore we are uniquely positioned to create knowledge that leads to social change and impacts the landscape of our global community.

Assessment of Current Status and Challenges to Diversity

Our numbers for underrepresented students in Krieger graduate programs lag far behind the national averages of those awarded doctoral degrees. In Krieger full time graduate programs, only 15 students (1.6 percent) out of 920 are African American/Black and 35 are Hispanic (3.8 percent). White students make up the majority of our graduate population (50 percent) followed by international students (33 percent). Nationwide, African Americans were awarded 6.4 percent of all doctorates in social sciences, 4 percent in humanities and 6 percent in life sciences (Survey of Earned Doctorates 2011).

As shown in Appendix 1, women make up 30 percent of fulltime faculty in Krieger. Among our STEM disciplines, women make up 25 percent of the faculty. With regard to minority faculty, Black or African American faculty members comprise 1% of the fulltime faculty and Hispanic faculty members represent 3 percent of the total faculty. These numbers are well below the national averages for URM faculty across peer institutions. Across the nation Black and Hispanic faculty comprise 7 percent of tenure track faculty. Thus our own data makes it clear that we are not doing enough to systematically address the challenge of making our community an inclusive one.

Until recently, we have not formally focused our efforts to attract faculty who have traditionally lacked access to pathways that lead to academic careers. The decentralized nature of faculty hiring poses challenges for increasing diversity as individual departments are responsible for the search

and recruitment process. Without explicit strategic policies and interventions in place for search committees and departments, we would likely continue to experience a lack of success in building a diverse faculty. As such, we must renew our commitment to the recruitment, retention and advancement of individuals from different ethnicities, races, gender identities, sexual orientations, ages, religions, disabilities, veteran status, and socioeconomic backgrounds.

Describe current departmental efforts to increase faculty diversity and create an inclusive environment. List general and specific goals to increase diversity and inclusion.

This year has seen three major interventions in the matter of faculty diversity. First, we implemented best practices and policies to maximize opportunities that exist to recruit outstanding faculty members from diverse backgrounds. Second, we lacked the proper infrastructure and human capital to implement systematic approaches to increase faculty diversity. We recently appointed an Assistant Dean of Diversity and Inclusion (ADDI) to help oversee and coordinate diversity efforts for Krieger (in partnership with Whiting). The ADDI will work to advance our diversity and inclusion agenda and support the transformation of our culture. And third, we recognize that demographic diversity alone is not a sufficient goal. We must simultaneously create a culture of inclusion where all individuals feel valued and are equipped with the tools to thrive.

Outline of Plan

In this document, we propose an action plan to drive change in this area. While we recognize that diversity among all groups is critical, given the unique challenges at the faculty level we limit the scope of this document to faculty diversity. The goal of this diversity action plan is to begin positive change in the Krieger environment particularly with regard to matters of inclusion; and to ultimately achieve consistent progress in recruitment and retention of underrepresented minority faculty in order to realize the benefits of diversity in education.

Our efforts in this plan can be grouped into three core areas related to faculty diversity and development:

- 1) Strengthening the pipeline
- 2) Developing careers and promoting success
- 3) Fostering an inclusive intellectual community

Disconnects between articulated values (i.e. diversity) and the actual reality of the climate in which these events take place remains a large obstacle to diversity progress. To sustain diversity efforts, we must invest resources and develop sufficient support structures that build our capacity to implement these goals. This success of this plan requires a long-term strategy and engagement of faculty and senior leaders across Krieger. Changing institutional culture and practices is not the work of any single individual or office. In fact, diversifying the faculty relies on local effort and accountability at both the department and school level. Recognizing our challenges, we outline specific goals and broad based action strategies that facilitate diversity and promote inclusion.

Goal 1. Develop and institutionalize mechanisms of assessment and accountability for diversity progress.

Accountability Partners: Office of Provost, Dean, Vice Deans, Department chairs

Action Strategies:

1. Work with Institutional Research (IR) to establish solid baseline diversity demographic/measures on graduate students, post docs and faculty
2. Ensure that faculty service efforts that advance diversity plan objectives are valued as highly as other forms of departmental service in annual evaluations and faculty activity report
3. Evaluate progress on diversity on performance reviews of KSAS leadership (vice deans and chairs) - selection/appointment of departmental chairs should include consideration of their aspirations and record in this sphere
4. Establish forums for chairs to share/report on diversity progress, successes and challenges (once a semester during Council of Chairs meeting for humanities and natural sciences)
5. Incentivize contributions to diversity progress to engender faculty support and engagement in diversity initiatives (i.e. Include diversity and inclusion goals in strategic decision making for allocation of resources, awards and fellowships *-nudge policies*).
6. Strengthen data collection and analysis of diversity programming/initiatives

Goal 2: Utilize best practices for recruiting and hiring diverse faculty in all disciplinary fields to increase the representation of historically underrepresented groups and women at all faculty ranks.

Accountability Partners: Dean, Vice Deans, Assistant Dean for Diversity and Department Chairs,

Action Strategies:

1. Increase awareness of outreach strategies, resources and best practices for increasing diversity in candidate pool and identifying qualified URM candidates
2. Ensure review of search process at multiple check points throughout the search cycle by Vice Deans to allow for midcourse corrections/interventions
3. Engage Homewood Council in peer to peer training of diversity advocates and search committees
4. Ensure diversity in the composition of all search committees (i.e. encourage chairs to include member from outside of discipline/field)
5. Implement year round or ongoing recruitment efforts that take place outside of the formal search
6. Include assessment of candidates' contributions to diversity in research, teaching and service for faculty positions
7. Showcase interdisciplinary nature of Krieger centers and programs to attract faculty of color with innovative scholarship and research agendas
8. Identify and recruit outstanding URM advanced doctoral students for postdoctoral positions (utilize postdoctoral diversity fellowship funding)

Goal 3. We will be intentional in our attempts to recruit and train graduate students from historically underrepresented and underserved groups, who are essential to building the pool of candidates for future faculty positions.

Accountability Partners: Deans of Graduate Education, Deans, Assistant Dean of Diversity, Graduate Admissions Director, Graduate Program Directors,

Action Strategies:

1. Cultivate relationships with current JHU URM students through personalized faculty outreach and work to facilitate meaningful interaction with our URM students and faculty
2. Host/sponsor visits with URM scholars from local/regional minority-serving institutions and organizations to interest students in pursuing careers in academia
3. Develop strong partnerships with organizations/ programs with longstanding reputations for preparing students for PhD programs (i.e McNair Scholars, Meyerhof Scholars, MARC scholars, Louis Stokes, programs with IMSD grants)
4. Implement workshops for graduate program directors led by faculty diversity champion to ensure that recruitment and admission process utilizes a form of holistic evaluation and promotes a diverse graduate student population
5. Develop an analysis of demographic data for graduate students enrolled in KSAS PhD programs to identify where interventions can be made (i.e region students are coming from, undergraduate schools, test scores etc.)
6. Increase the preparation of the URM applicant pool through expansion of summer research opportunities and mentorship programs (i.e. Leadership Alliance)
7. Establish chapter of Edward Bouchet Honors Society to increase recruitment of top URM graduate students (allocate resources and develop programming around Bouchet Graduate Scholars).
8. Work with Office of Graduate Admissions to coordinate Krieger presence at national and local recruitment fairs that have large presence of prospective URM talent (National Name Exchange, McNair, ABCRMS, SACNAS etc)
9. Collaborate with communications to develop effective recruitment/marketing materials that highlight strengths and resources of KSAS Graduate Programs

Goal 4. Enhance opportunities for mentorship, leadership development and professional growth, with the goal of increasing retention and facilitating the career advancement of all faculty, in particular faculty from underrepresented groups

Accountability Partners: Office of Provost, Department chairs, Vice Deans and Dean

Action Strategies:

1. Enhance effectiveness of current mentoring structure to facilitate productive mentoring relationships for all new faculty
2. Implement the use of Individual Development Plans for all junior faculty that includes needs assessments, goal setting and mentor evaluation
3. Establish and communicate clear consistent policies, expectations, and procedures within departments, across departments and across KSAS for promotion and tenure

4. Collaborate with Whiting, Public Health and other JHU schools to host social/networking event for faculty to build community, cultivate interdisciplinary collaborations and foster integration
5. Encourage/sponsor participation of women and underrepresented faculty in leadership development opportunities and award nominations (engage Committee on Status of Women and HCIE in nominations of internal and external awards)
6. Encourage department chairs to develop effective forums for junior faculty and underrepresented faculty to take part in departmental decision making processes
7. Adapt master mentor curriculum to develop cohort of KSAS master mentors
8. Include mentoring and diversity accomplishments on faculty activities report

Goal 5. Foster an intellectually vibrant and inclusive academic community that encourages interaction among diverse groups and values all human difference. We will accomplish this goal through increasing awareness, shifting culture by incentivizing behaviors, while maintaining transparency in our processes.

Accountability Partners: Homewood Council on Inclusive Excellence, Department chairs, Dean, Vice Deans, Assistant Dean for Diversity

Action Strategies:

1. Encourage, support, and increase visibility of research, curriculum, events and service endeavors that advance diversity, social change and community development
2. Fund/support the formation and activities of community/affinity based faculty groups that provide networks of support for current faculty and postdocs (*information sharing, collaborative teaching and research, mentoring, writing groups etc*)
3. Create a Homewood Diversity lecture series in collaboration with Homewood council on Inclusive Excellence. Funds allocated for two speakers per year, rotating funds on a yearly basis or by idea of submissions.
4. Develop mechanisms for recognizing, rewarding and publicizing outstanding accomplishments related to diversity and equity (i.e. nominate candidates for Faculty Diversity Research Award)
5. Encourage the inclusion of diverse speakers in school-sponsored seminars, named lectureships and colloquium series and conferences
6. Periodically examine departmental policies and practices through focus groups and climate surveys
7. Engage Homewood Council on Inclusive Excellence in dissemination of diversity data and information to increase transparency of issues and solutions