DLC Faculty Recruitment Subcommittee
Recommendations to the President
May 2014

Introduction
The DLC Faculty Recruitment Subcommittee (Jeffrey Gray and James Calvin, co-chairs, Namandje Bumpus, Irene Ferguson, Pam McCann, Allison Boyle, and Lynne Jones) focused on issues of faculty recruitment and retention. Priority Six in the University’s TEN x 2020: A Vision for Johns Hopkins University through the year 2020 is to “Attract the very best faculty and staff in the world through a welcoming and inclusive environment that values performance and celebrates professional achievement.” Our committee sought to answer the question of how Johns Hopkins might better identify, recruit and retain scholars from underrepresented groups.

Summary of recommendations:

1. Establish a fellowship to support independent, early career researchers

2. Create, distribute and follow best practices in faculty hiring.

3. Expand the Mosaic Initiative and leverage it for community building.
Recommendation #1:

Establish a fellowship to support independent, early career researchers.

This fellowship program would provide a pathway for highly talented individuals who belong to groups that are underrepresented in their academic fields to enter academic careers at Johns Hopkins University. Under this fellowship program, trainees that have recently completed doctoral studies or are within one year of beginning a postdoctoral fellowship would receive resources to pursue independent research of their own design as opposed to traditional postdoctoral training programs in which the fellow works within the research framework of an established faculty member. The recipient will receive start-up funds, designated space to complete their work, and the support of two or more faculty mentors. The fellows in this program will not have any teaching, grant writing or administrative responsibilities, providing the fellow with the unparalleled opportunity to operate at the level of a principal investigator and dedicate their time completely to developing an innovative and high-impact research program. This program would be a three-year, non-renewable fellowship.

By establishing this program, JHU will have the opportunity to recruit talented individuals at an early stage in their careers and facilitate their development into members of the faculty. Ultimately, this increases our competitiveness in recruiting the most outstanding young researchers. Further, it will enable the fellows to begin academic careers more rapidly than those training in traditional postdoctoral programs. In addition, they will begin their work at JHU at a time when they are likely to be highly innovative and excited about tackling ambitious research questions. The goal would be to transition these individuals to faculty positions following completion of the program.

Peer institutions including the Howard Hughes Medical Institute at Janelia Farm and the Whitehead Institute at MIT offer similar fellowship programs for basic scientists that have produced alumni that are now leaders in their fields of research; however, these programs do not target underrepresented minority scholars. We envision that these models could be leveraged to develop a unique diversity-focused early independence fellowship program at JHU that spans all disciplines within the basic sciences, humanities and social sciences.
Recommendation #2:

Create, distribute, and follow best practices in faculty hiring.

While faculty search committees would like to hire from as broad a pool as possible and include members of traditionally underrepresented groups, many simply do not know the best practices to hire diversely. The Johns Hopkins University Resource Guide for Faculty Searches is a comprehensive manual focusing on both the legal aspects of hiring and recommendations for carrying out a faculty search, and the Office of Institutional Equity (OIE) is currently updating it. Several peer institutions now provide short, easy-to-digest summaries of best practices for diversity. For example, Princeton’s recent Ad-Hoc Trustees Committee on Diversity provides Diversity Best Practices, including a summary for Faculty Hiring, and UC Hastings has curated a set of best practices for recruiting and retention of women in academia. Johns Hopkins has an opportunity to adapt these practices into our culture. We recommend that the OIE highlights the diversity best practices in the revised Resource Guide for Faculty Searches. Furthermore, we recommend that OIE create a short (1-2 page) document of Diversity Best Practices for distribution to department chairs and faculty search committees.

Among the best practices, the most important items for Johns Hopkins are:

1. Recommend that all faculty search committees be educated about the role that unconscious bias plays in selecting candidates. The Vice Provost for Institutional Equity currently provides such training on an ad hoc basis. We recommend that all faculty search committees receive training in person or by web/video, and that the training include an active bias measurement exercise. The presentation would be strengthened with participation by school leadership or tenured faculty members.

2. On each search committee, we recommend that one member of the committee should be appointed the diversity advocate. The diversity advocate is responsible for ensuring that diverse candidates are considered by purposefully searching for qualified candidates from underrepresented groups. The diversity advocate will complete the OIE’s educational session(s) regarding unconscious bias.

3. Maintain a welcoming climate in each department. In coordination with the recommendations of the Diversity Leadership Committee (DLC) Strategy Committee, we note that it is critical to seek input from people in the department,
particularly women and minorities, to assess the climate. Seek to improve the climate continually.

a. One way to improve the climate as well as the chances of success for new professors is to develop an assistant professor mentoring program, where faculty would be connected with at least one person inside the home department and one person outside the home department. The mentors would provide personalized advice on how to succeed in research, teaching, and service and how to optimize one’s chances for promotion and tenure. Currently mentoring programs are uneven across Johns Hopkins institutions, and most young professors have no formal mentor. While a mentoring program is especially critical for underrepresented minorities who otherwise may be less connected to professional networks, such a program would improve the careers of all new professors.

b. A second way to improve the overall climate is to work within the ranks of administrative staff. We recommend that the institution require administrative staff to complete a diversity training module within 90 days of hire to set a tone for employment and climate. The “myLearning” platform provides several options, such as the on-line Diversity on the Job: The Importance of Diversity and the Changing Workplace. Another, perhaps stronger alternative is for new administrative staff to participate in an in-person interactive training module such as Campus Conversations on Diversity and Inclusion at JHU. Within these modules important university wide values and expectations are shared and expectations for professional behavior set. Administrative staff overall is underutilized as a means for improving climate and creating change. Ultimately administrative staff with enhanced understanding of university-wide diversity goals and objectives will better be able to support and promote a climate of inclusion.
Recommendation #3:

Expand the Mosaic Initiative and leverage it for community building.

The Mosaic Initiative represents a unique opportunity to create a link between faculty members of diverse backgrounds across campus. In the initial five-year period the Mosaic Initiative helped recruit 38 faculty including 30 women, 4 Hispanics and 20 African Americans. We celebrate this success, and we strongly support the renewal of the Mosaic Initiative. In addition we suggest several innovations to strengthen the impact of the program and elevate the stature of the Initiative:

1. **Send award letters directly to the recipient faculty members** when the University commits to making an award. This action will inform the candidate that they have won a competitive bonus to his or her startup package and show that Johns Hopkins values a diverse faculty.

2. **Establish networking events** to build a community for the Mosaic awardees.
   
   a. Hold an **annual reception for all Mosaic recipients** to provide an opportunity for new hires to meet existing faculty. This event will create connections and reduce potential feelings of isolation for both new and existing faculty.
   
   b. Elevate the stature of the Mosaic Initiative by including opportunities for recipients to interact with JHU leadership. For instance, establish an **annual dinner for new Mosaic hires with members of JHU leadership** (President, Provost, Vice Provosts for Faculty/Research, and appropriate Deans and Department Chairs). This will make receipt of Mosaic funds more attractive to recruits and help to enhance the experience of current faculty, improve their opportunity for success, and improve retention. In addition, Johns Hopkins leadership will have an opportunity to learn about the school climate directly from our newest minority faculty.

3. **Increase award size** as an additional incentive to recruit candidates to Johns Hopkins. Many chairs and deans use Mosaic funds to displace school funds, so the Initiative currently serves to motivate deans. By increasing the award size, startup packages can be increased to provide better incentive to attract these highly desired candidates.
4. Increase awareness of the Mosaic Initiative by making the program more prominent on the web and better publicized to the Chairs. Announce renewal on the Hub.
References


HHMI – Janelia Farm Junior Fellows Program, [http://www.janelia.org/professional-opportunities/research-positions](http://www.janelia.org/professional-opportunities/research-positions).


*Ten by 2020: A Vision for Johns Hopkins University through the Year 2020.*
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