

JOHNS HOPKINS UNIVERSITY

Report on Staff Composition



Summer 2020

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Background

Since 2016, Johns Hopkins University has remained committed to the principles of transparency and accountability while pursuing the significant diversity and inclusion goals outlined in the *JHU Roadmap on Diversity and Inclusion*. During that time, a series of composition reports has been an important resource for understanding the characteristics of our faculty, students, and staff; analyzing our progress; and sharing that information with the university community. That effort has included reports on faculty composition in 2016 and 2018 and reports on graduate student composition in 2017 and 2020. The first Report on Staff Composition was published in June 2019 and included data from 2013, 2015, and 2017. This latest version builds on that data with staff composition from 2015, 2017, and 2019.

The staff data is broad and complex, with hundreds of departments, dozens of job families, and over 1,100 job codes. This report has been made possible by the great efforts of Human Resources (HR) and the Office of Institutional Research (OIR). Building on this progress, we expect to produce updated Staff Composition Reports every two years—with the next report reflecting 2017, 2019, and 2021 data—that will allow us to effectively track our progress over time.

The continued excellence of Johns Hopkins University depends on our ability to attract and retain a world-class workforce that includes a broad range of diverse people, thought, and experience. The Report on Staff Composition, which draws on data about gender, race, and ethnicity that we have captured and reported on annually, enables us to look more deeply at the progress that has been made and the gaps that remain. Producing these reports regularly will allow us to measure the impact of the initiatives we have developed to ensure Johns Hopkins is able to attract and retain a talented, diverse workforce. The reports also support meaningful partnerships with our various constituencies, including the Diversity Leadership Council and the Black Faculty and Staff Association.

Executive Summary

Johns Hopkins University has recognized that increasing diversity among its staff is an important aspect of its overall commitment to creating a culture of diversity, inclusion, and excellence, and a needed compliment to the Faculty Diversity Initiative and ongoing efforts to welcome students from all backgrounds. Based on the priorities outlined in the *Roadmap on Diversity and Inclusion*, the institution uses the composition data to evaluate if its recruitment, development, and compensation practices are resulting in gender equity and a broad representation of individuals who identify as a minority.

The data in this latest report show that female representation universitywide remained relatively stable during the review period from 2015 to 2019, with 71% of the overall JHU staff workforce comprised of women in both years. Minority representation grew in each employee group between 2015 and 2019 with a 6% increase (from 13% to 19%) in executive/administrative roles and a 5% increase (from 22% to 27%) in managerial roles across the university

Other findings, detailed in this report, include the following:

- Of the 12,207 JHU staff reported in 2019, 8,794 were women.
- The employee groups with the least female representation include Service (38% in 2019) and Skilled Crafts (2% in 2019).
- The employee groups with the highest female representation are Administrative Support (89% in 2019) and Professional (71% in 2019).
- Of the 12,207 JHU staff reported in 2019, 5,065 (41%) self-identified as members of a minority group, which includes American Indian, Asian, Black or African American, Hawaiian/Pacific Islander, or Hispanic. This represents an uptick from the 37% and 39% minority representation we reported in 2015 and 2017 respectively.
- The employee groups with the lowest minority representation are Executive/Administrative (19% in 2019) and Managerial (27% in 2019).
- The employee groups with the highest minority representation are Service (85% in 2019), Administrative Support (51% in 2019), and Tech/Paraprofessional (51% in 2019).

Overview of University and Divisional Data

This report includes data representing full-time and part-time university staff in 2015, 2017, and 2019, with a census point of November 1 for each year. Faculty, adjunct faculty, limited and casual employees, postdocs, and student employees are not included. OIR prepared these data with input and support from HR, the Office of Diversity and Inclusion (ODI), and university leadership. Data are broken out by gender and minority status (which includes all races except white), and by federally established race and ethnicity categories. Two important notes on the data:

- As a community, Johns Hopkins welcomes and supports people of any gender, including those who are transgender or gender nonconforming. Data in this report do not capture that spectrum, but we are exploring methods of more inclusive reporting on gender in future reports.
- We have not mirrored the “underrepresented minority” category used in the Faculty Composition Report because the definition does not necessarily translate to the staff context; races and ethnicities underrepresented in academic settings may not be so within certain job categories.

The data are sorted into seven employee groups used in reporting to the federal Equal Employment Opportunity Commission. These employee groups are:

- Executive/Administrative
- Managerial
- Professional
- Technical/Paraprofessional
- Administrative Support
- Service
- Skilled Crafts

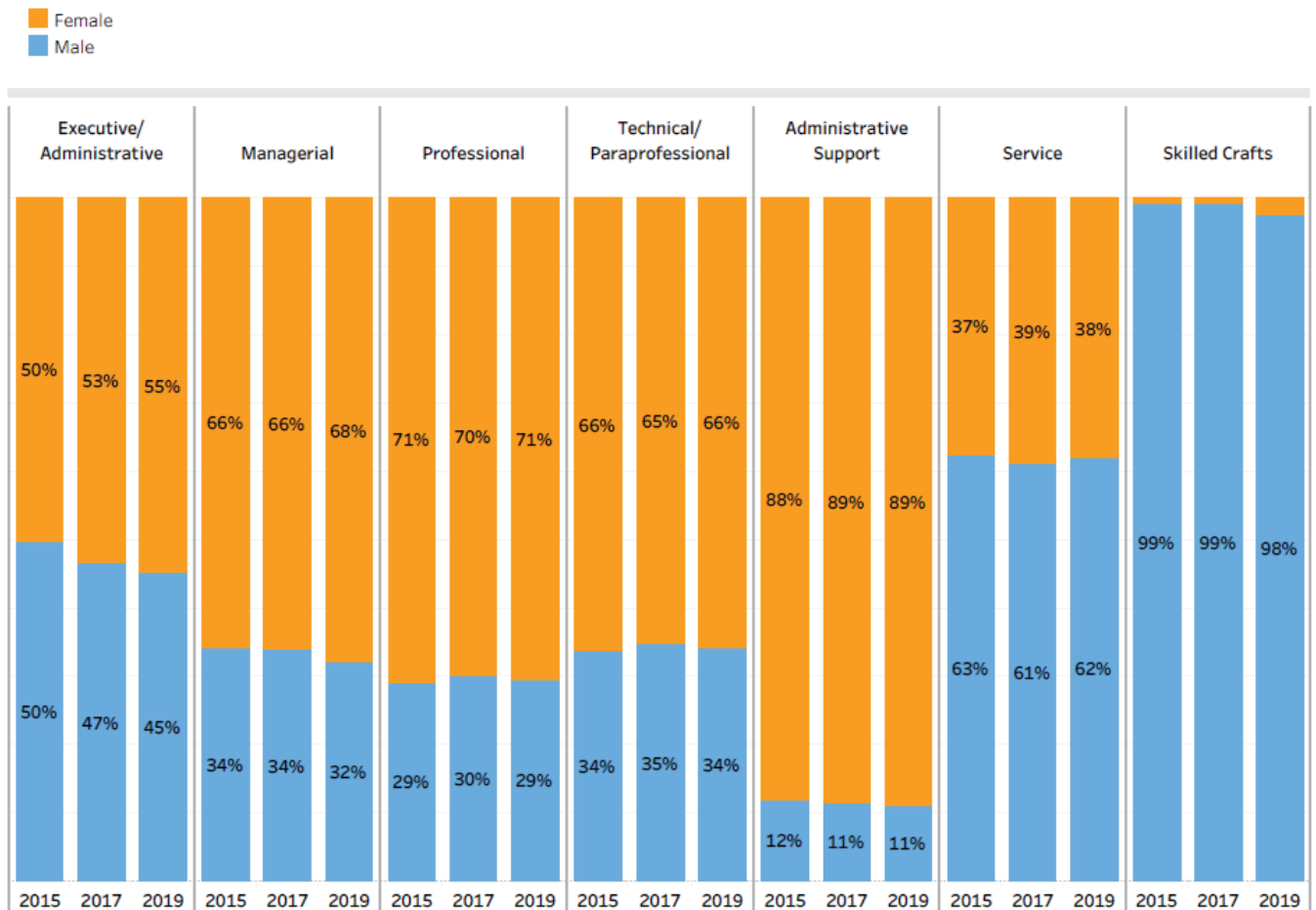
Following the universitywide data, this report includes tables and brief narrative summaries with similar information for each academic division and for academic business centers, Homewood Student Affairs, Sheridan Libraries and Museums, and University Administration. As APL categorizes staff in different ways than the rest of the university, it is not included in this report. Like the universitywide information, these data were also prepared by OIR, with support from HR, ODI, and divisional leaders, and reviewed within each division.

For the purposes of this report, we do not include details on employees’ length of service because the data are intended to provide a snapshot look at staff composition.

Female Staff Members

Of the 12,207 JHU staff reported in 2019, 8,694 (71%) were women. This is consistent with the 71% composition reported for the 2015 and 2017 census periods. The employee groups with the least female representation are Service (38% in 2019) and Skilled Crafts (2% in 2019). The employee groups with the highest female representation are Administrative Support (89% in 2019) and Professional (71% in 2019).

Staff Composition by Gender, All JHU



Minority Staff Members

Of the 12,207 JHU staff reported in 2019, 5,065 (41%) self-identified as members of a minority group, which includes American Indian, Asian, Black or African American, Hawaiian/Pacific Islander, and Hispanic. Some individuals did not identify a race. This represents an uptick from the 37% and 39% minority representation reported in 2015 and 2017, respectively.

The distribution of minority employees by race is shown below.

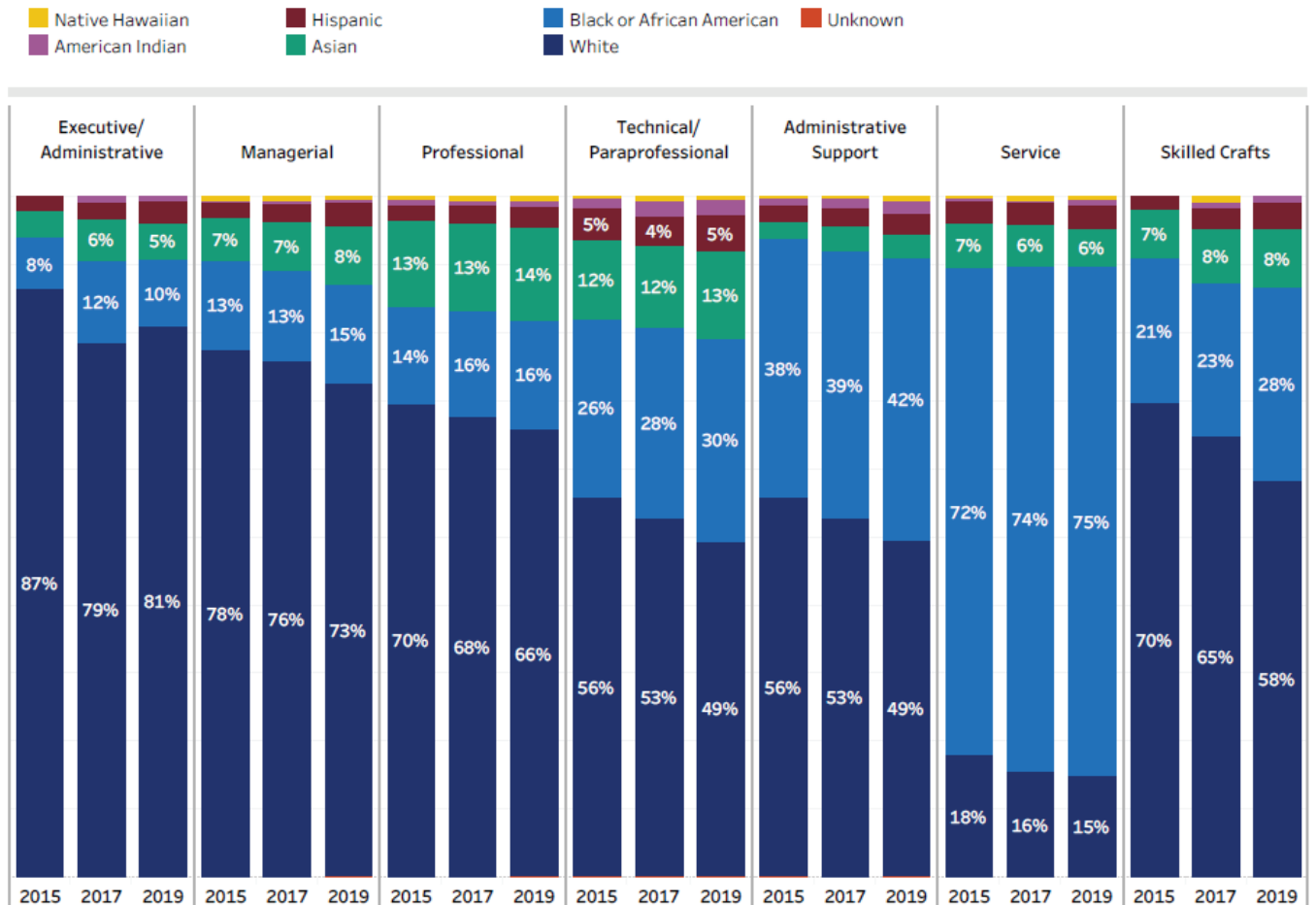
	2015	2017	2019
American Indian	92	124	139
Asian	994	1,145	1,234
Black or African American	2,783	3,077	3,201
Hawaiian, Pacific Islander	27	52	52
Hispanic	303	348	439
Unknown Race	8	7	17
White	7,138	7,355	7,125

Percentage change for each group during the study period is shown below:

	2015 to 2017	2017 to 2019
American Indian	35%	12%
Asian	15%	8%
Black or African American	11%	4%
Hawaiian, Pacific Islander	93%	0%
Hispanic	15%	26%
Unknown Race	-13%	143%
White	3%	-3%

The employee groups with the lowest minority representation are Executive/Administrative (19% in 2019) and Managerial (27% in 2019). The employee groups with the highest minority representation are Service (85% in 2019), Administrative Support (51% in 2019), and Tech/Paraprofessional (51% in 2019).

Staff Composition by Ethnicity and Race, All JHU

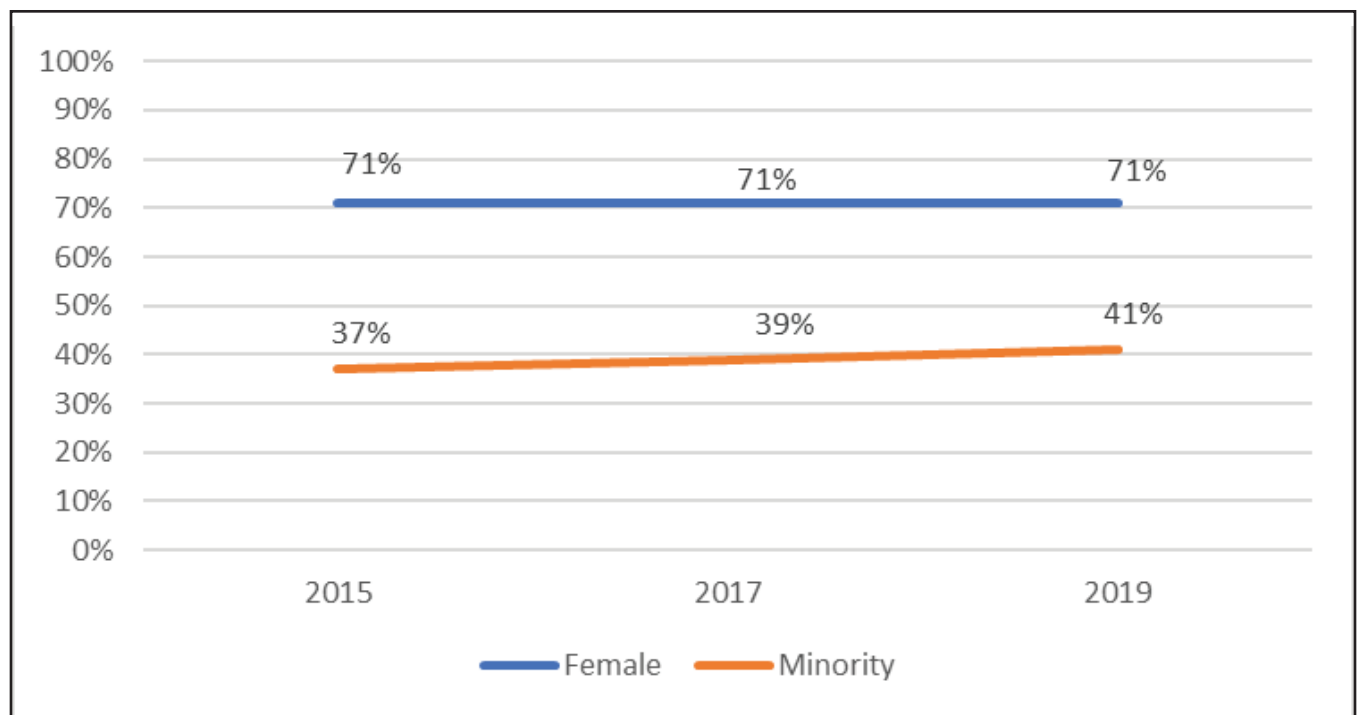


Trends in JHU Staff Diversity: 2015 to 2019

Female representation universitywide remained relatively stable across the three census periods, with women making up 71% of the overall JHU staff workforce. Many of our divisions saw significant improvement in female representation in leadership roles, including Executive/Administrative and Managerial positions. Overall, women at JHU hold 55% of Executive/Administrative positions and 68% of Managerial positions.

Minority representation grew in each employee group between 2015 and 2019. Similar to the trends in gender, gains in minority representation at the Executive/Administrative (13% in 2015 to 19% in 2019) and Managerial (22% in 2015 to 27% in 2019) levels can be seen universitywide.

Historical Trends in Staff Composition



Moving Forward

Johns Hopkins University has developed a number of strategic initiatives to attract and retain a diverse workforce and promote a workplace climate where diversity is valued and staff members in all employee groups feel included and engaged in the success of the enterprise. The data in the Staff Composition Report help the university recognize progress in these areas, reinforce the positive efforts that have already been made, and launch new initiatives where gaps remain.

The university will continue to focus on several key areas:

Building recruitment processes that attract and retain a diverse workforce. JHU has recently developed unconscious bias training and a hiring manager's toolkit to help support best practices in this area. The university is working to strengthen relationships with community-based organizations and local colleges and universities to develop a diverse talent pipeline. Also, the next phase of the HopkinsLocal economic inclusion program adds new and higher-level job titles to its goals, which are focused on hiring people from selected city ZIP codes as well as justice-involved individuals.

Helping new employees feel connected and engaged. To ensure workers from a variety of backgrounds understand and feel included in the culture of the organization, JHU recently refreshed its new hire orientation curriculum and offers online toolkits to support new hires and those moving into new roles. Many JHU divisions have developed excellent supplemental onboarding programs that expose people to division-specific workplace practices and expectations. A new HR website helps all employees have easy access to information that can help them succeed.

Supporting advancement opportunities for internal talent. The university is embarking on a multiyear project to redesign the current compensation classification system in a way that will enable employees to understand where positions fall in the JHU hierarchy, see consistency in minimum qualifications requirements and salary range determinations, easily identify clear and transparent career paths, and locate job-appropriate training and support so they can advance. JHU also plans to pilot a curriculum that teaches resume writing and interviewing skills and provides information on how to locate and apply for internal positions and promotions.

The university also offers a number of educational opportunities for employees that want to grow in their roles. For example, the Administrative Development Program (ADP) provides classroom content and mentoring for administrative professionals who aspire to higher-level positions in the university. The Finance Diversity Mentor Program (FDMP) is a voluntary, one-on-one mentorship program that is open to all university staff who serve in Finance roles. Also, employees can access thousands of classes and skill-building opportunities through LinkedIn Learning.

Providing support that recognizes a range of employee needs. JHU has numerous benefits and programs to help employees and their families meet their individual needs. In summer 2019, the university announced the expansion of its child care affordability program and a new scholarship program for families attending the three centers that are Johns Hopkins Partners. It expanded its Live Near Your Work grant program to help employees

purchase homes in more Baltimore City neighborhoods. It is also examining program options that can better support employees and their dependents in pursuing college degrees.

Collecting feedback. The university has surveyed employee engagement every three years using the Gallup survey and relies upon information provided by employees to focus on areas of concern and develop new initiatives and resources. Recently, it conducted an exit interview pilot program in Central Finance to seek input from employees who choose to leave the university. The pilot provided helpful data regarding the employee experience at the department level and Johns Hopkins plans to expand exit interviewing across University Administration and eventually across the university as a whole.

Overall Staff Diversity Data

The tables on pages 13 and 14 show the staff diversity data by employee group for 2015, 2017, and 2019. In addition to the seven employee groups used by the EEOC and listed on page 4, we have further disaggregated employee subgroups that align with the most common functional areas in the university. The chart below indicates how those subgroups incorporate the job groups that may be more familiar to employees because they appear in SAP, the administrative software for managing HR, payroll, and other functions.

EMPLOYEE SUBGROUP	SAP JOB GROUPS
Academic Services	Academic and Student Services
Administration	Administrative Support and Admin Services
Communications	Communications, Visual Arts, and Special Events
Design, Construction, and Engineering	Design/Construction, Facilities & Maintenance, Engineering & Support
Development	Development
Health Care/Clinical	Clinical Services Medical
Human Resources	Human Resources
Information Technology	Information Technology and Info Systems
Library	Library
Operations and Finance	CPA/Professional Fees Finance and Business Management Government and Community Relations Legal Purchasing and Customer Services Security Support Services Safety and Environmental Health
Research (Clinical and Nonclinical)	Laboratory (all laboratories) Animal Research/Care Research-excluding labs Research (clinical and nonclinical) Research Administration and Compliance
Senior Level Leadership	Associate VPs, Associate/Assistant Provosts, Senior Associate/Associate/Assistant Deans, Executive Directors, and Senior Advisers (those outside the classification system)
Service	Service, Bargaining Unit Service, Other
Skilled Crafts	Skilled Crafts, Bargaining Unit Skilled Crafts, Other
University Officials and Executive Leadership	President, Vice Presidents, Provost, Vice Provosts, Deans, Vice Deans, Executive Vice Deans, CFO, Controller, Senior VP of Finance and Administration, and “Chief” Officers

Table 1: Female Staff

		Total			Female					
		2015	2017	2019	2015		2017		2019	
		N	N	N	N	%	N	%	N	%
Executive/Administrative	Senior Level Leadership	90	110	117	55	61%	64	58%	71	61%
	University Officials and E..	67	49	51	24	36%	21	43%	21	41%
	Total	157	159	168	79	50%	85	53%	92	55%
Managerial	Academic Services	175	163	162	119	68%	111	68%	122	75%
	Administration	39	45	41	31	79%	36	80%	34	83%
	Communications	63	66	68	41	65%	44	67%	47	69%
	Design/Construction and ..	19	20	19	3	16%	3	15%	2	11%
	Development	43	39	40	30	70%	26	67%	30	75%
	Healthcare/Clinical	64	65	74	45	70%	49	75%	57	77%
	Human Resources	45	45	47	34	76%	35	78%	39	83%
	Information Technology	126	125	136	36	29%	36	29%	38	28%
	Library	14	14	13	12	86%	12	86%	10	77%
	Operations and Finance	464	498	528	338	73%	359	72%	383	73%
	Research (Clinical and No..	283	291	297	189	67%	194	67%	206	69%
Total	1,335	1,371	1,425	878	66%	905	66%	968	68%	
Professional	Academic Services	524	549	566	385	73%	399	73%	405	72%
	Administration	104	147	162	94	90%	128	87%	137	85%
	Communications	258	277	298	175	68%	191	69%	214	72%
	Design/Construction and ..	67	68	75	17	25%	17	25%	21	28%
	Development	161	182	178	126	78%	146	80%	148	83%
	Healthcare/Clinical	1,049	1,191	1,234	851	81%	952	80%	1,005	81%
	Human Resources	112	129	146	104	93%	112	87%	121	83%
	Information Technology	486	533	558	141	29%	150	28%	144	26%
	Library	74	79	72	46	62%	53	67%	51	71%
	Operations and Finance	617	708	720	427	69%	493	70%	508	71%
	Research (Clinical and No..	1,223	1,362	1,377	945	77%	1,007	74%	1,048	76%
Total	4,675	5,225	5,386	3,311	71%	3,648	70%	3,802	71%	
Technical/Paraprofessional	Healthcare/Clinical	266	294	287	219	82%	242	82%	236	82%
	Other	462	490	525	237	51%	233	48%	259	49%
	Research (Clinical and No..	980	1,042	1,076	675	69%	714	69%	746	69%
	Total	1,708	1,826	1,888	1,131	66%	1,189	65%	1,241	66%
Administrative Support	Administration	1,648	1,668	1,577	1,508	92%	1,531	92%	1,451	92%
	Operations and Finance	514	521	493	445	87%	456	88%	441	89%
	Other	677	689	618	550	81%	563	82%	498	81%
	Total	2,839	2,878	2,688	2,503	88%	2,550	89%	2,390	89%
Service	Service, Bargaining Unit	419	431	443	167	40%	176	41%	177	40%
	Service, Other	86	90	79	22	26%	26	29%	21	27%
	Total	505	521	522	189	37%	202	39%	198	38%
Skilled Crafts	Skilled Crafts, Bargaining ..	101	103	103	1	1%	1	1%	2	2%
	Skilled Crafts, Other	25	25	27	0		0		1	4%
	Total	126	128	130	1	1%	1	1%	3	2%
Grand Total		11,345	12,108	12,207	8,092	71%	8,580	71%	8,694	71%

Table 2: Minority Staff

		Total			Minority					
		2015	2017	2019	2015		2017		2019	
		N	N	N	N	%	N	%	N	%
Executive/Administrative	Senior Level Leadership	90	110	117	16	18%	23	21%	22	19%
	University Officials and E..	67	49	51	5	7%	11	22%	10	20%
	Total	157	159	168	21	13%	34	21%	32	19%
Managerial	Academic Services	175	163	162	52	30%	44	27%	47	29%
	Administration	39	45	41	9	23%	13	29%	13	32%
	Communications	63	66	68	8	13%	9	14%	10	15%
	Design/Construction and ..	19	20	19	0		1	5%	2	11%
	Development	43	39	40	4	9%	4	10%	5	13%
	Healthcare/Clinical	64	65	74	11	17%	15	23%	22	30%
	Human Resources	45	45	47	15	33%	15	33%	18	38%
	Information Technology	126	125	136	14	11%	21	17%	30	22%
	Library	14	14	13	2	14%	2	14%	2	15%
	Operations and Finance	464	498	528	102	22%	116	23%	137	26%
	Research (Clinical and No..	283	291	297	81	29%	90	31%	101	34%
Total	1,335	1,371	1,425	298	22%	330	24%	387	27%	
Professional	Academic Services	524	549	566	158	30%	146	27%	160	28%
	Administration	104	147	162	39	38%	54	37%	68	42%
	Communications	258	277	298	30	12%	41	15%	57	19%
	Design/Construction and ..	67	68	75	11	16%	10	15%	13	17%
	Development	161	182	178	22	14%	31	17%	29	16%
	Healthcare/Clinical	1,049	1,191	1,234	253	24%	316	27%	364	29%
	Human Resources	112	129	146	39	35%	47	36%	62	42%
	Information Technology	486	533	558	143	29%	178	33%	181	32%
	Library	74	79	72	11	15%	12	15%	9	13%
	Operations and Finance	617	708	720	225	36%	297	42%	299	42%
	Research (Clinical and No..	1,223	1,362	1,377	488	40%	546	40%	592	43%
Total	4,675	5,225	5,386	1,419	30%	1,678	32%	1,834	34%	
Technical/Paraprofessional	Healthcare/Clinical	266	294	287	102	38%	123	42%	133	46%
	Other	462	490	525	165	36%	208	42%	228	43%
	Research (Clinical and No..	980	1,042	1,076	487	50%	530	51%	596	55%
	Total	1,708	1,826	1,888	754	44%	861	47%	957	51%
Administrative Support	Administration	1,648	1,668	1,577	728	44%	793	48%	806	51%
	Operations and Finance	514	521	493	249	48%	261	50%	263	53%
	Other	677	689	618	277	41%	304	44%	288	47%
	Total	2,839	2,878	2,688	1,254	44%	1,358	47%	1,357	50%
Service	Service, Bargaining Unit	419	431	443	370	88%	387	90%	396	89%
	Service, Other	86	90	79	45	52%	53	59%	48	61%
	Total	505	521	522	415	82%	440	84%	444	85%
Skilled Crafts	Skilled Crafts, Bargaining ..	101	103	103	32	32%	38	37%	44	43%
	Skilled Crafts, Other	25	25	27	6	24%	7	28%	10	37%
	Total	126	128	130	38	30%	45	35%	54	42%
Grand Total		11,345	12,108	12,207	4,199	37%	4,746	39%	5,065	41%

Data for Divisions and Key Business Areas

In the following section, we provide staff diversity data from each of JHU’s academic divisions and several key business areas, in alphabetical order, from Academic Business Centers to the Whiting School of Engineering. (As mentioned earlier in the report, APL is not included in these data.) For each report, there is a table for data by gender and one for data by race. Due to rounding, some columns do not add up to 100 percent.

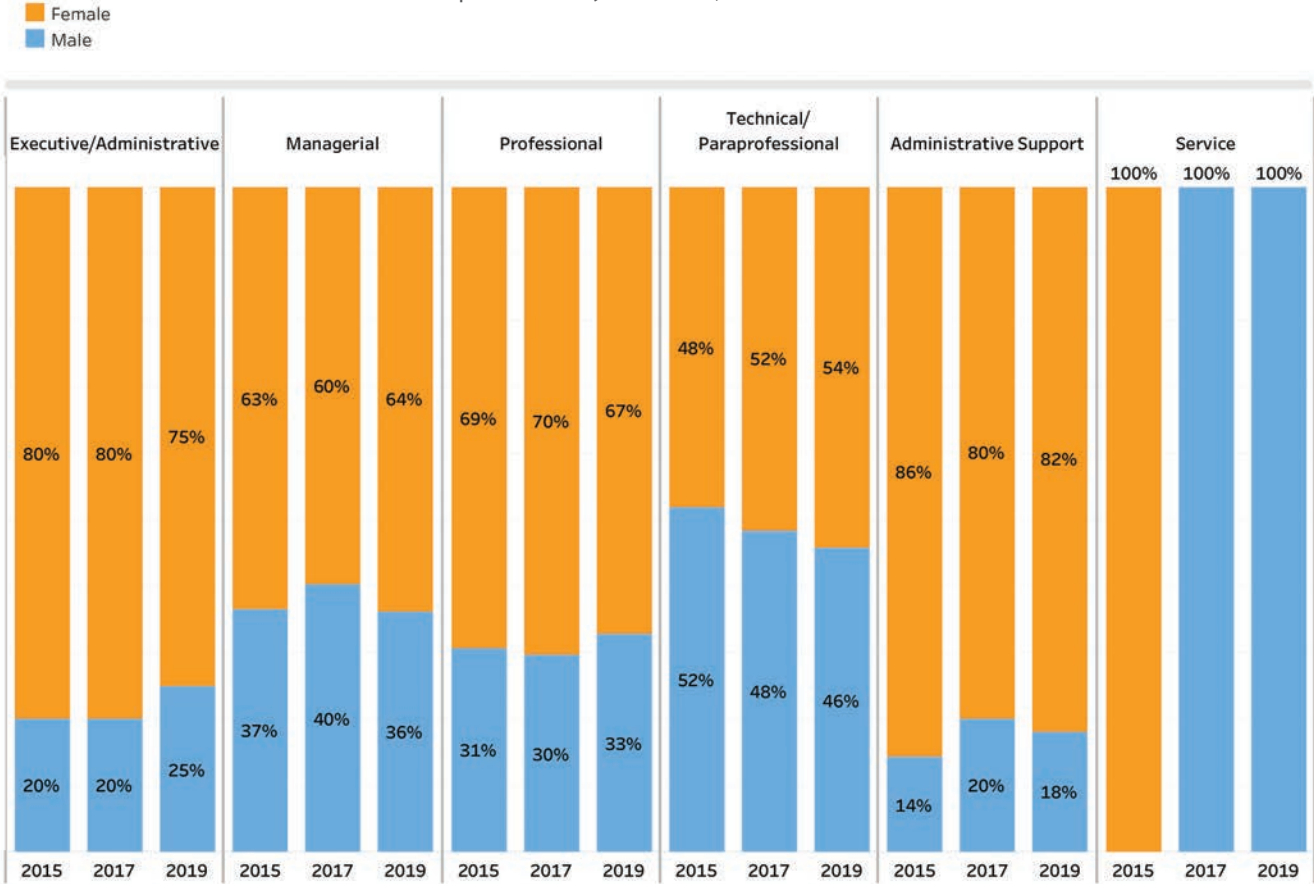
Academic Centers

Academic Centers consist of organizations such as Jhpiego, the Berman Institute of Bioethics, the Center for Talented Youth, and others. The data presented illustrates gender, racial, and ethnicity representation across all Academic Centers.

Female Representation

Across all staff in the Academic Centers, female representation was 69% in 2019, slightly down from 71% and 70% in 2017 and 2015, respectively. Although women represent the vast majority of employees in the Academic Centers, female representation varies widely in the employee groups, ranging from 0% in Service to 82% in Administrative Support and 75% in Executive/Administrative positions in 2019. Most employee group percentages stayed relatively constant from 2015 to 2019, with the exception of Service, which lost its one female employee between 2015 and 2017.

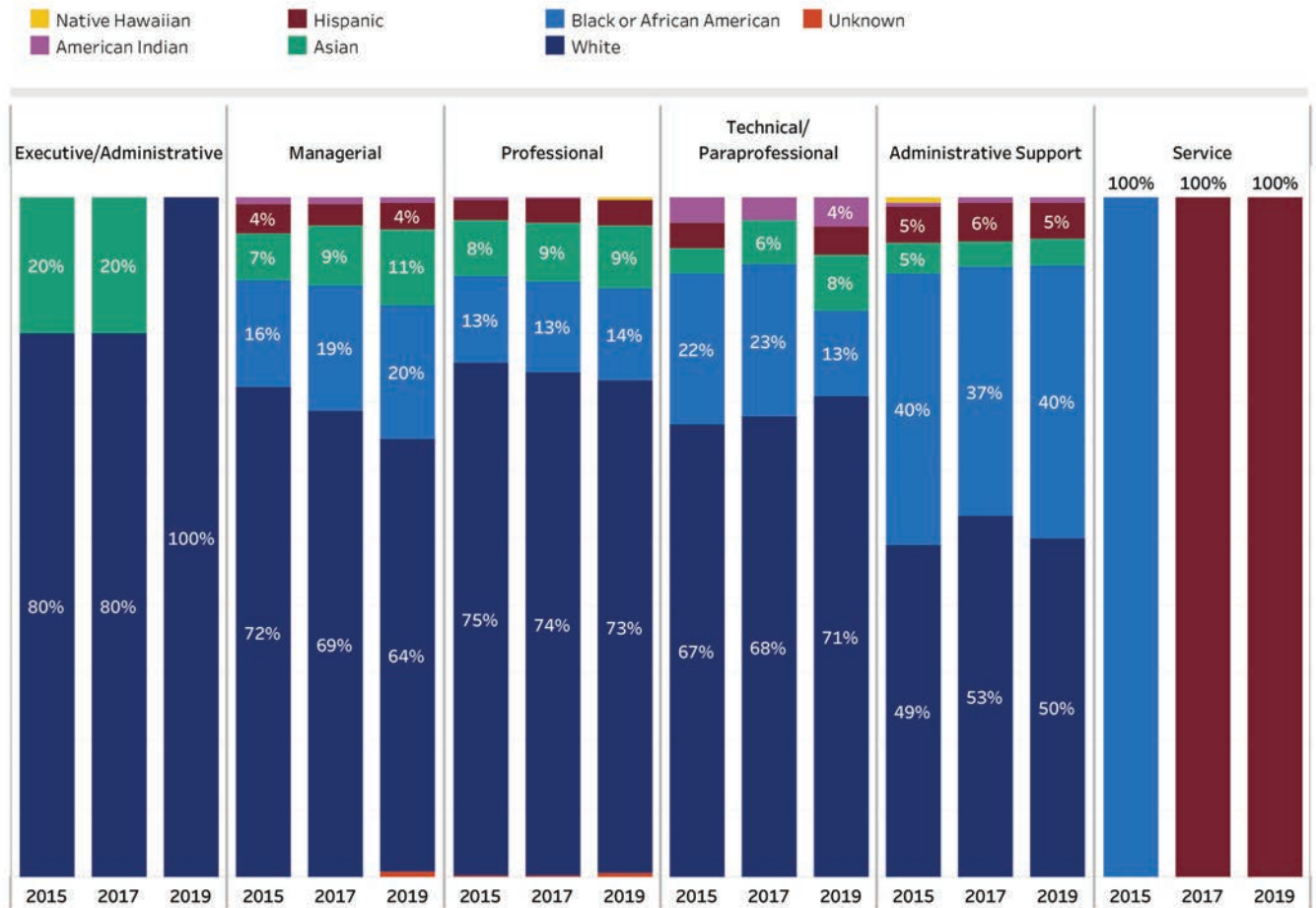
Staff Composition by Gender, Academic Centers



Minority Representation

Across all staff in these units, 33% were minorities in 2019, a slight change from 31% in 2015 and 2017. Throughout the Academic Centers, minority representation has increased in some employee groups and decreased in others since 2015. The decrease in representation in Executive/Administrative roles is due to the departure of one minority employee between 2017 and 2019.

Staff Composition by Ethnicity and Race, Academic Centers

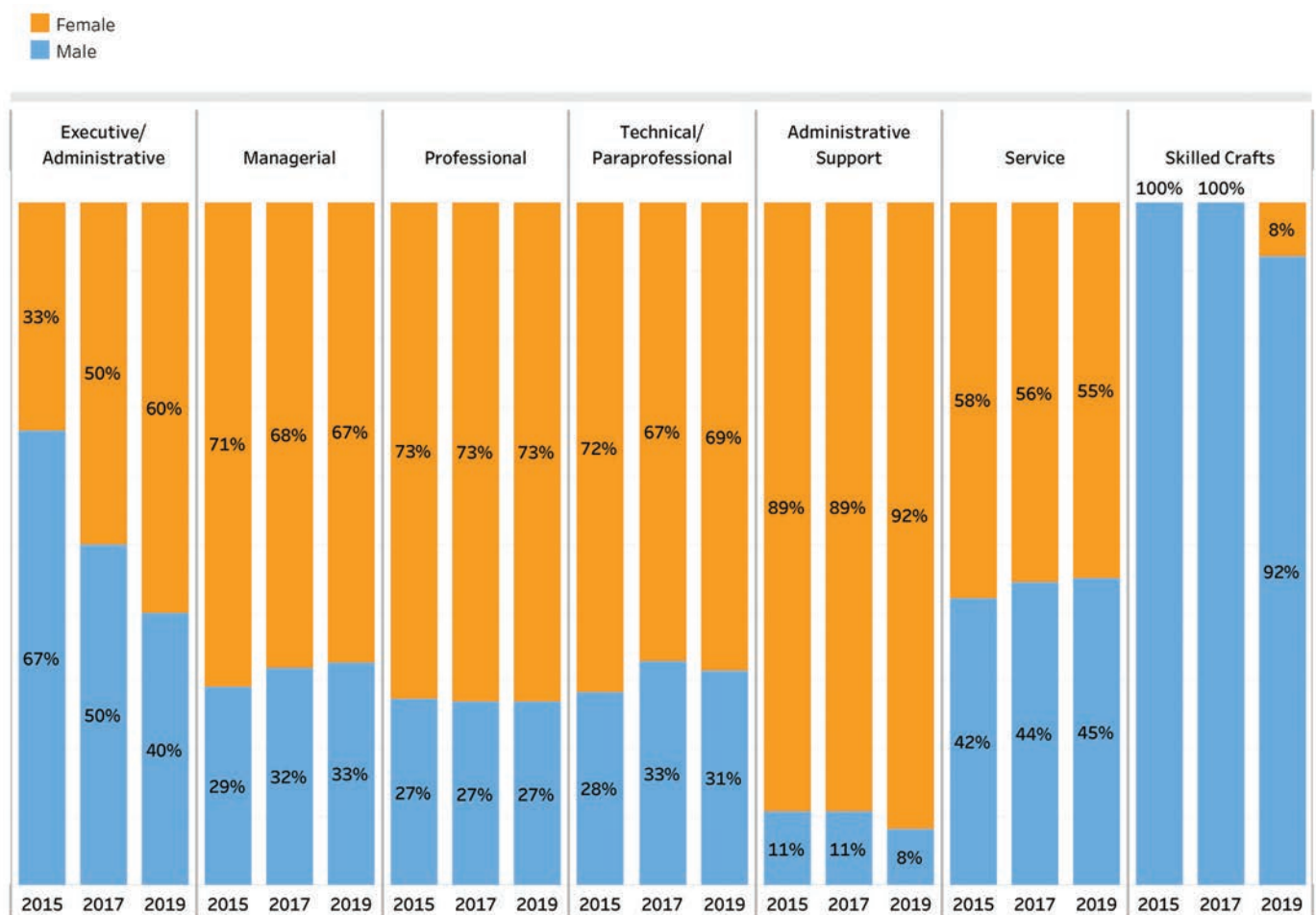


Bloomberg School of Public Health

Female Representation

Across all staff in the Bloomberg School of Public Health, female representation was 72% in 2019, remaining constant with 2017 (72%) and 2015 (73%). BSPH has seen an increase in female representation at the Executive/Administrative level from 33% to 60% between 2015 and 2019. During the same time period there was a slight decrease in female representation at the Managerial level from 71% to 67%. In 2019, female representation equaled or topped 50% in all categories except Skilled Crafts, where the addition of two female staff members between 2017 and 2019 raised the female representation from 0% to 8%. Administrative Support showed a particularly high percentage of female staff—92%.

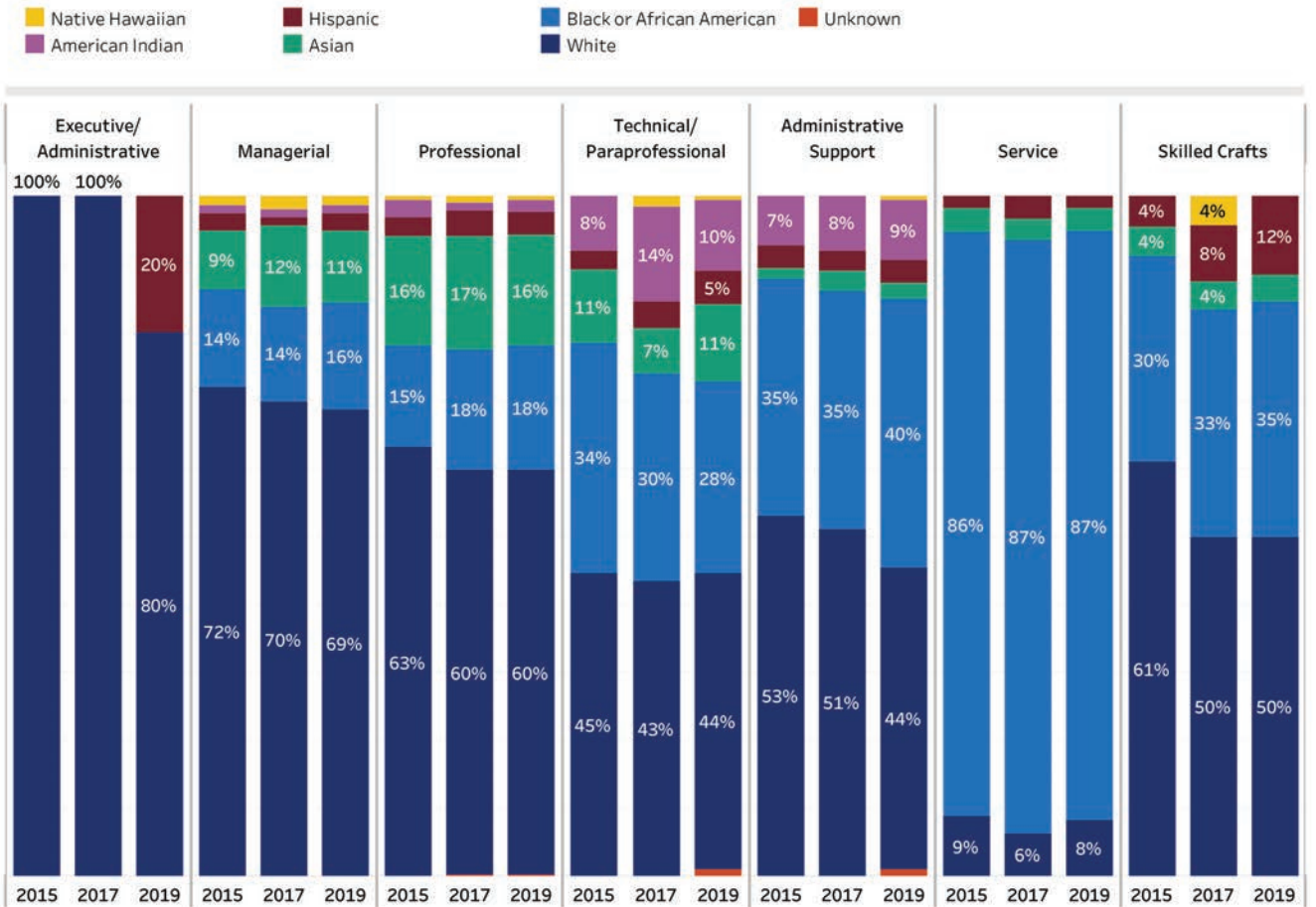
Staff Composition by Gender, Bloomberg School of Public Health



Minority Representation

Overall, BSPH had 46% minority representation among its staff in 2019, unchanged from 2017. Since 2015, BSPH has shown increases in minority representation in all levels except Service, which decreased from 94% to 92% between 2017 and 2019. Notably, between 2017 and 2019 one employee was added at the Executive/Administrative level, increasing minority representation from 0% to 20%.

Staff Composition by Ethnicity and Race, Bloomberg School of Public Health

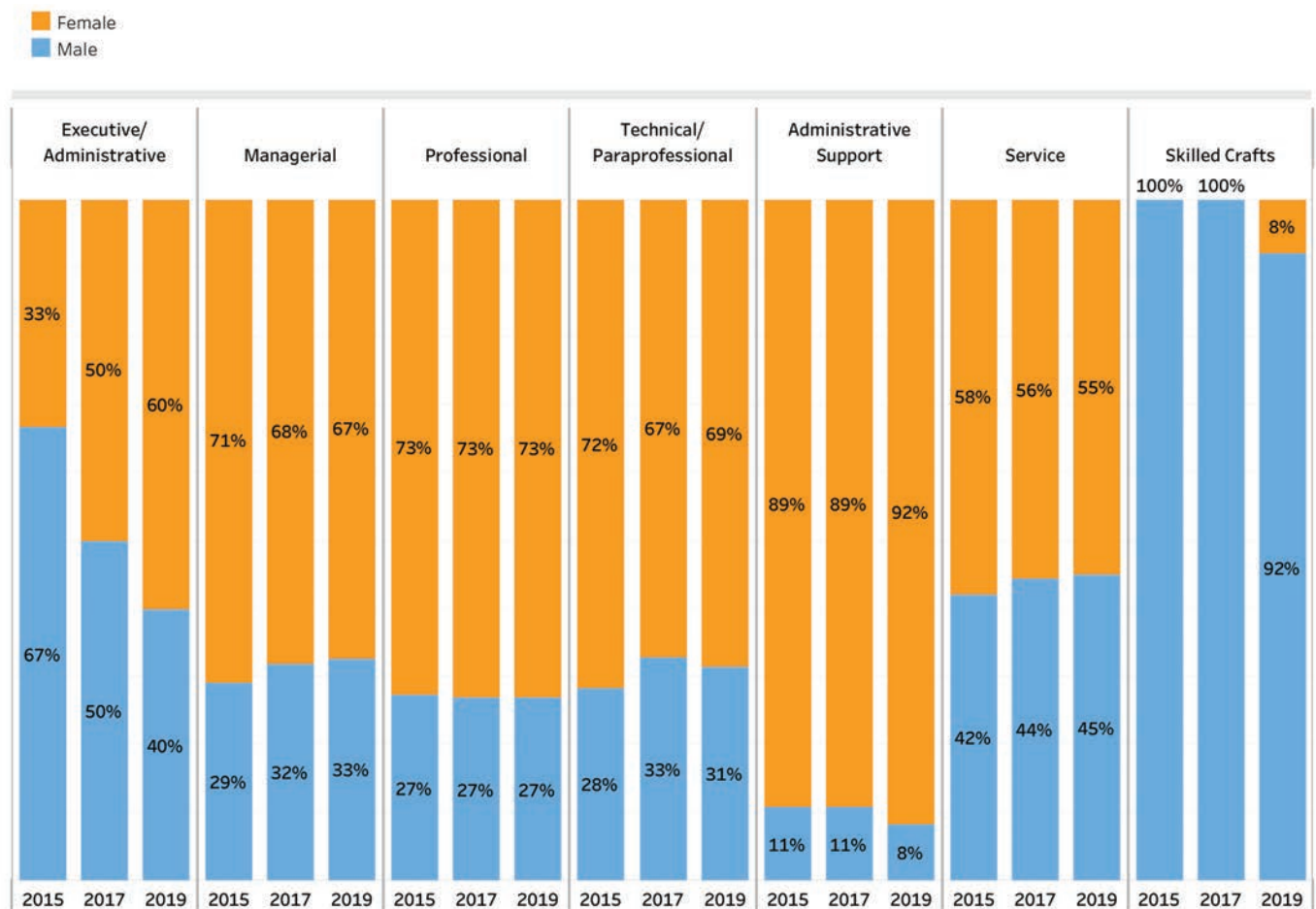


Carey Business School

Female Representation

Overall, Carey's female representation was 71% in 2019, increased from 65% in both 2015 and 2017. The number of women in Executive/Administrative positions has remained at five since 2015, but additional male staff were added, which made the percentage of female representation lower in 2019. In 2019, 71% of Carey Managerial staff were female, an increase from 54% in 2017. The number of female staff at the managerial level also increased over five years, from 14 women in 2015 to 22 in 2019. We saw increases among the Professional and Tech/Paraprofessional ranks between 2017 and 2019 as well, from 64% to 68% and from 18% to 56%, respectively.

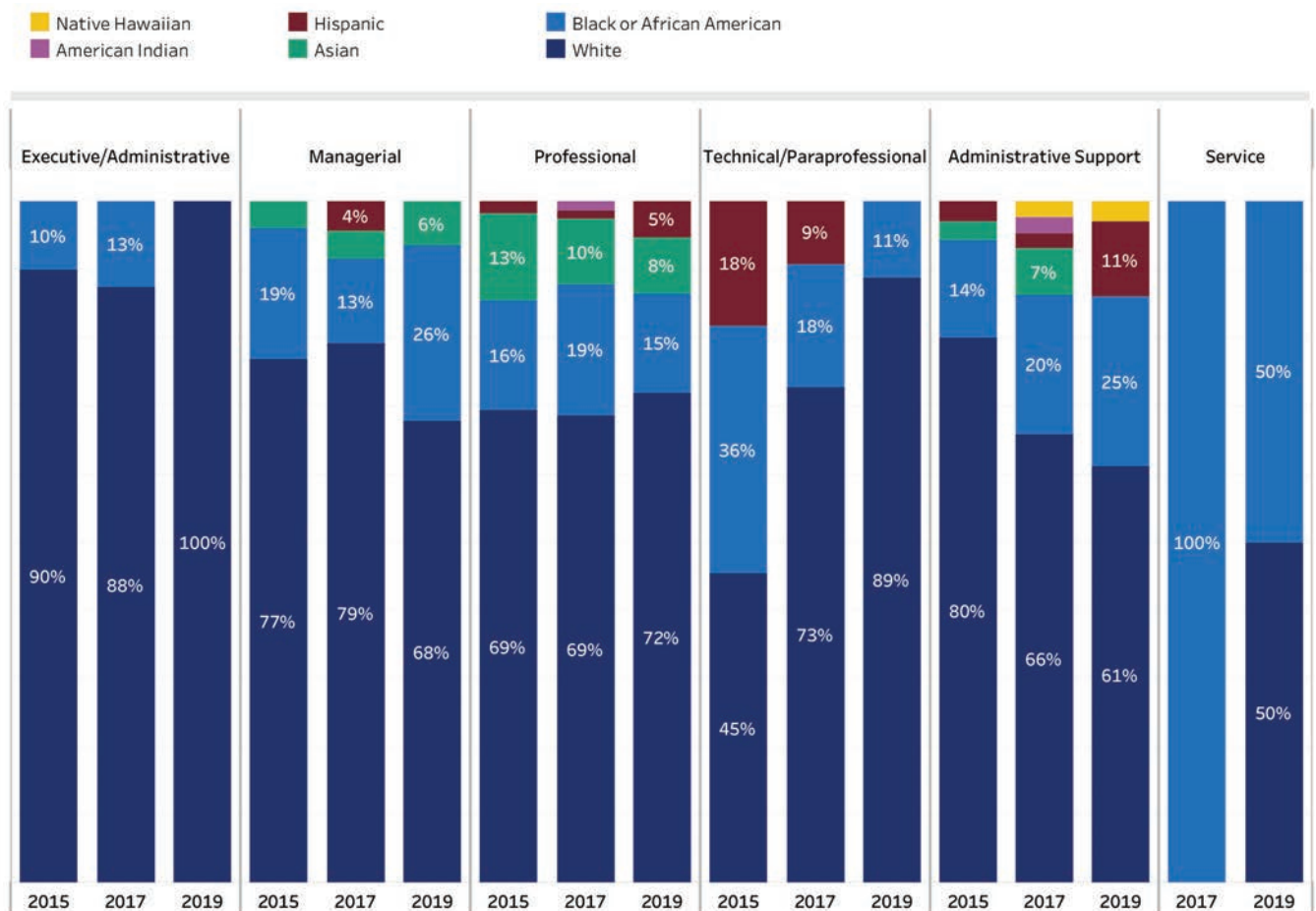
Staff Composition by Gender, Carey Business School



Minority Representation

Overall, Carey’s minority representation was 29% in 2019 (53 individuals of 183 total staff), relatively consistent with 27% in 2015 and 30% in 2017. The one minority employee (out of nine total) at the Executive/Administrative level departed, reducing minority representation from 13% to 0% between 2017 and 2019. During the same time period, minority representation at the Managerial level doubled from five staff members in 2017 (21%) to 10 staff members in 2019 (32%).

Staff Composition by Ethnicity and Race, Carey Business School

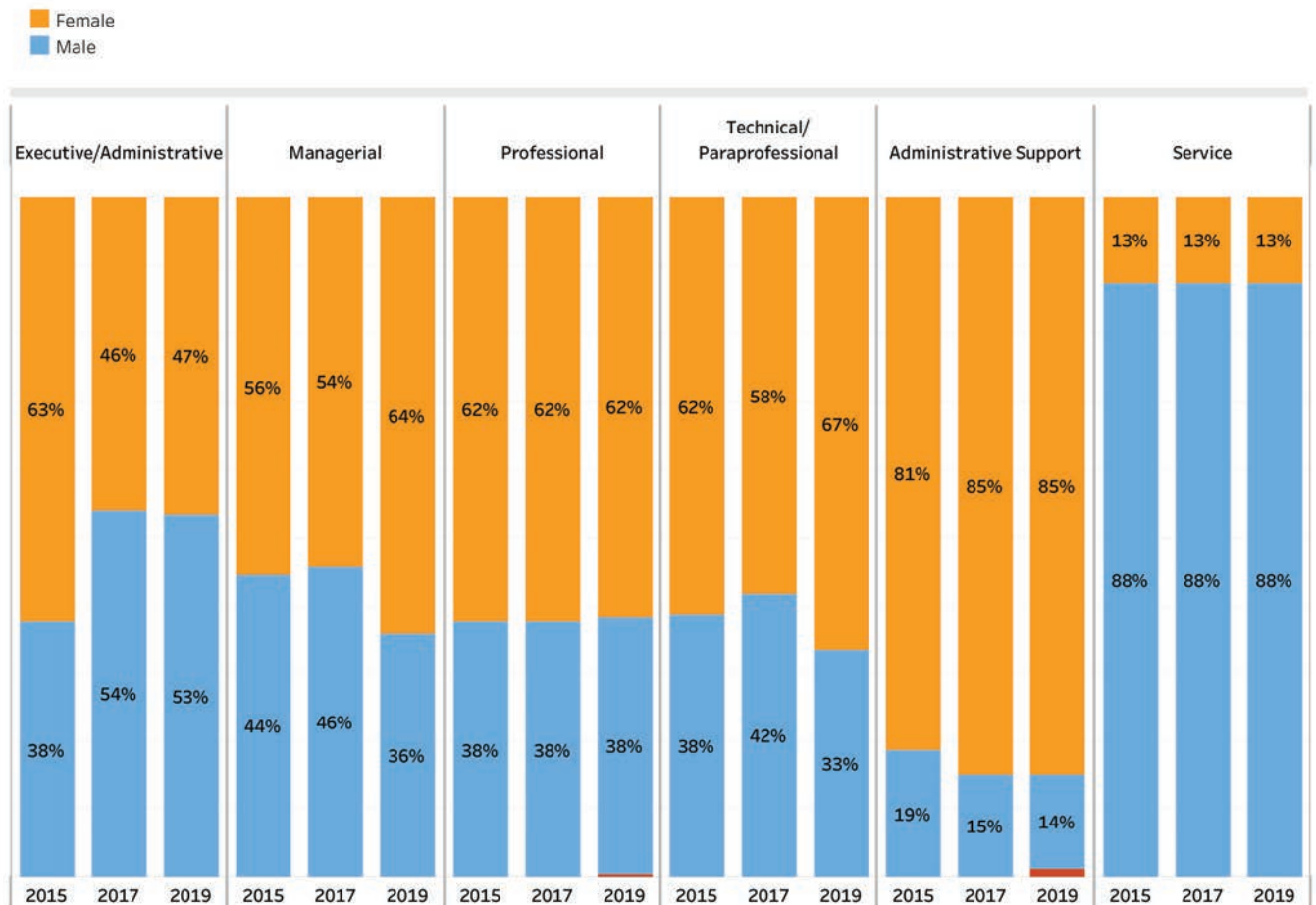


Homewood Student Affairs (HSA)

Female Representation

Overall, 65% of HSA staff were female in 2019, a number consistent with female representation in 2015 and 2017. In recent years, the gender balance has remained relatively constant in most staff categories, with jumps in female representation between 2017 and 2019 in the Managerial level (54% to 64%) and the Technical/Paraprofessional level (58% to 67%).

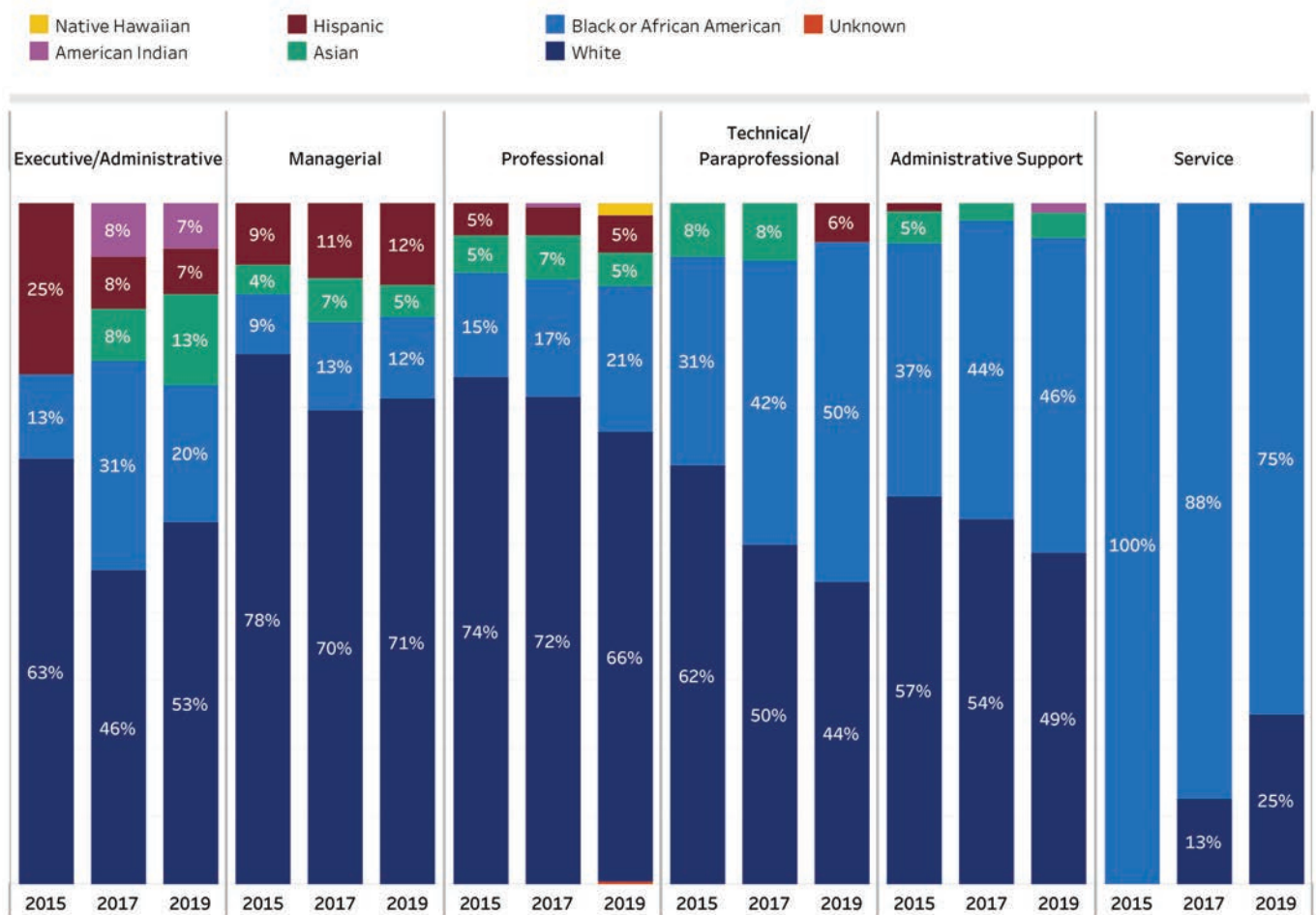
Staff Composition by Gender, Homewood Student Affairs (HSA)



Minority Representation

Minority representation across HSA staff was 39% in 2019, up from 33% in 2015 and 36% in 2017. The number of minority employees at the Executive/Administrative level remained steady at seven, but hiring two white employees at that level caused the minority representation to decrease from 54% in 2017 to 47% in 2019. HSA saw increases in minority representation in all other employment categories except Service between 2015 and 2019. That trend, which was aided by efforts to increase the hiring of minorities as providers in the Student Health Center (nurse practitioners and registered nurses) and the Counseling Center (staff psychologists and licensed clinical social workers).

Staff Composition by Ethnicity and Race, Homewood Student Affairs (HSA)

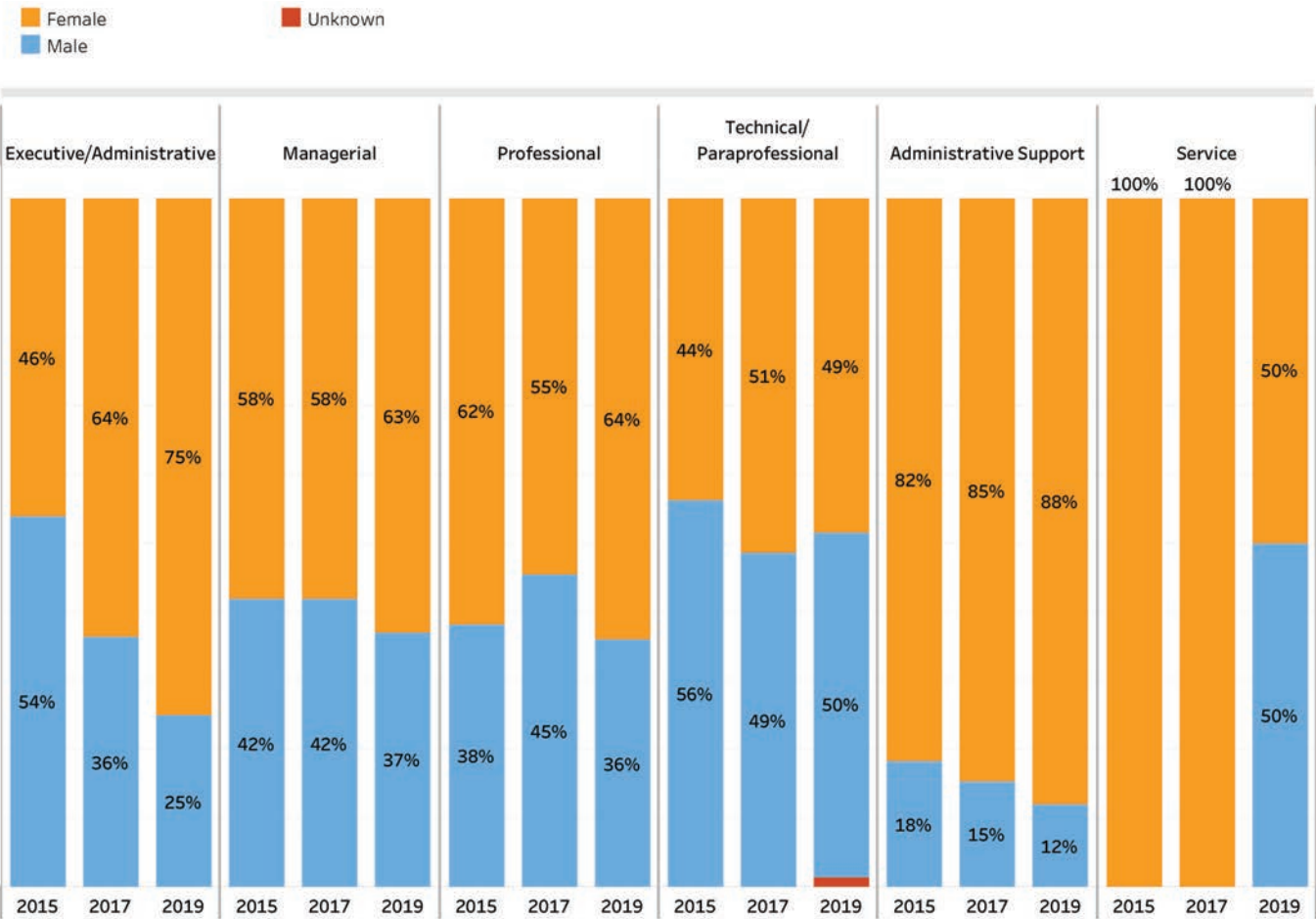


Krieger School of Arts and Sciences

Female Representation

Krieger School staff data show an overall female percentage of 67% in 2019, up from 63% in 2017 and representing seven new female staff members. Female representation among employee groups in 2019 ranged from a high of 88% (95 of 108) in Administrative Support roles to a low of 49% in Technical/Paraprofessional roles. Female representation in Executive/Administrative roles continued to increase from six women in 2015 (46%) to seven women in 2017 (64%) to nine women in 2019 (75%).

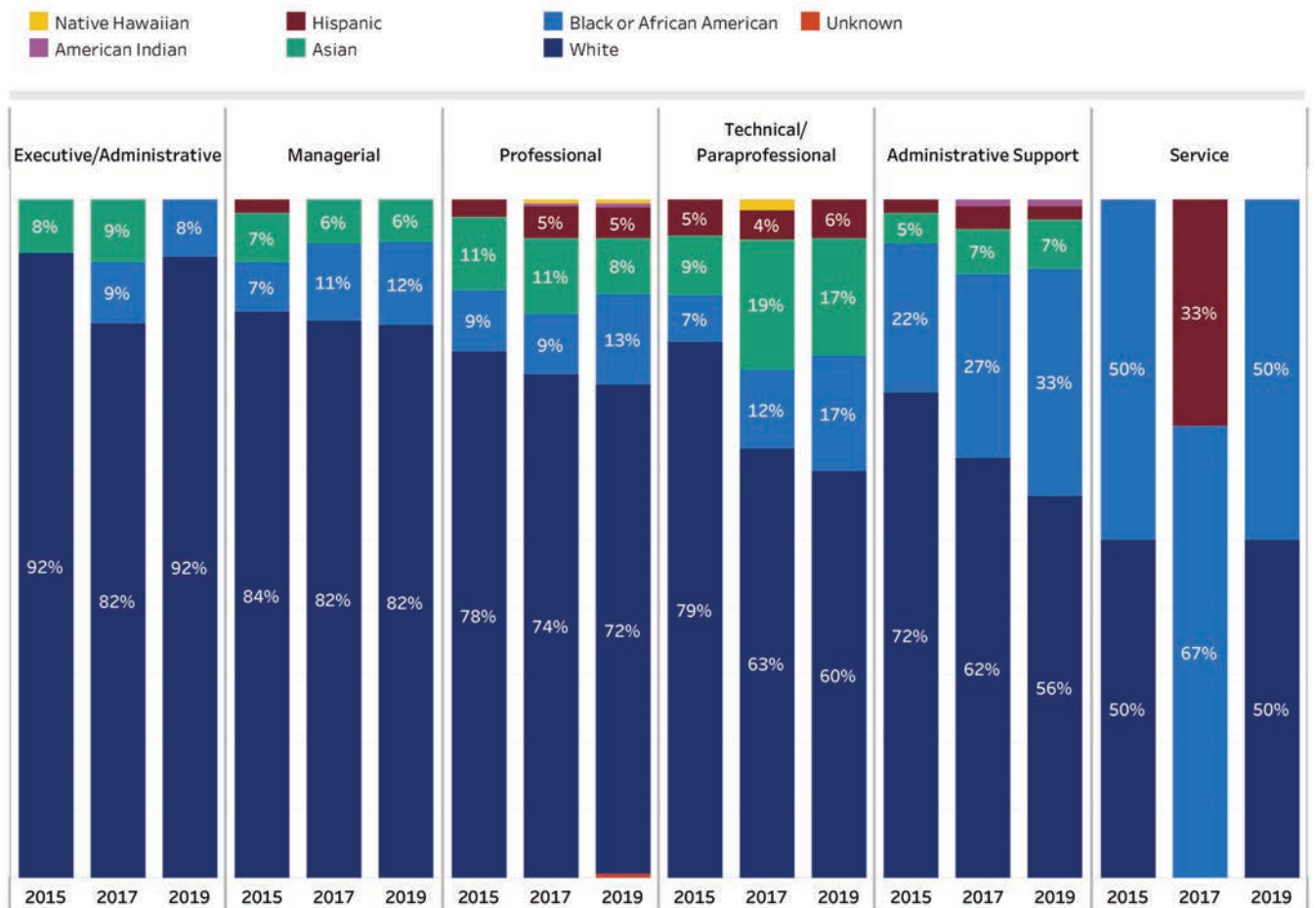
Staff Composition by Gender,
Krieger School of Arts and Sciences



Minority Representation

In 2019, 31% of all Krieger School staff were members of a minority racial or ethnic group, consistent with 2017 (30%) and higher than 2015 (23%). During that same time, the number of minority employees increased from 91 in 2015 to 142 in 2019. Minority representation ranged from a high of 50% (one of two staff members) in the Service employee group to a low of 8% in the Executive/Administrative employee group, where the number of minority staff members dropped from two to one. Minority representation grew in other employee groups between 2015 and 2019: Managerial (16% to 18%), Professional (22% to 28%), Tech/Paraprofessional (21% to 40%), and Administrative Support (28% to 44%).

Staff Composition by Ethnicity and Race, Krieger School of Arts and Sciences

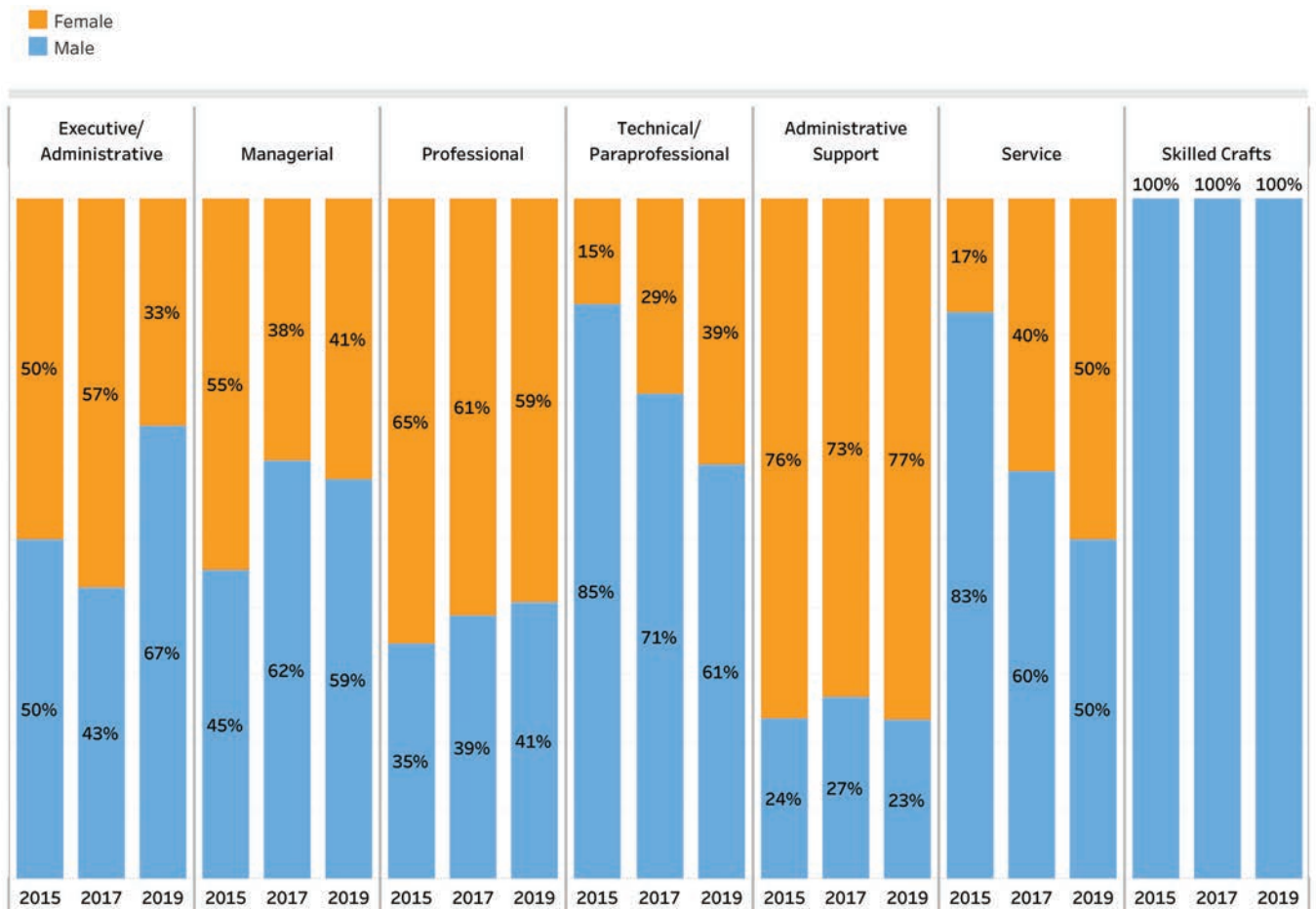


Peabody

Female Representation

Overall, female representation at Peabody remained relatively consistent at 55% in 2019 (up from 54% in 2015 and 2017). Female representation continued to increase in the Service and Tech/Paraprofessional categories, while representation in the Executive/Administrative level dropped from 57% to 33% (a reduction from four women executives in 2017 to two women executives in 2019).

Staff Composition by Gender, Peabody

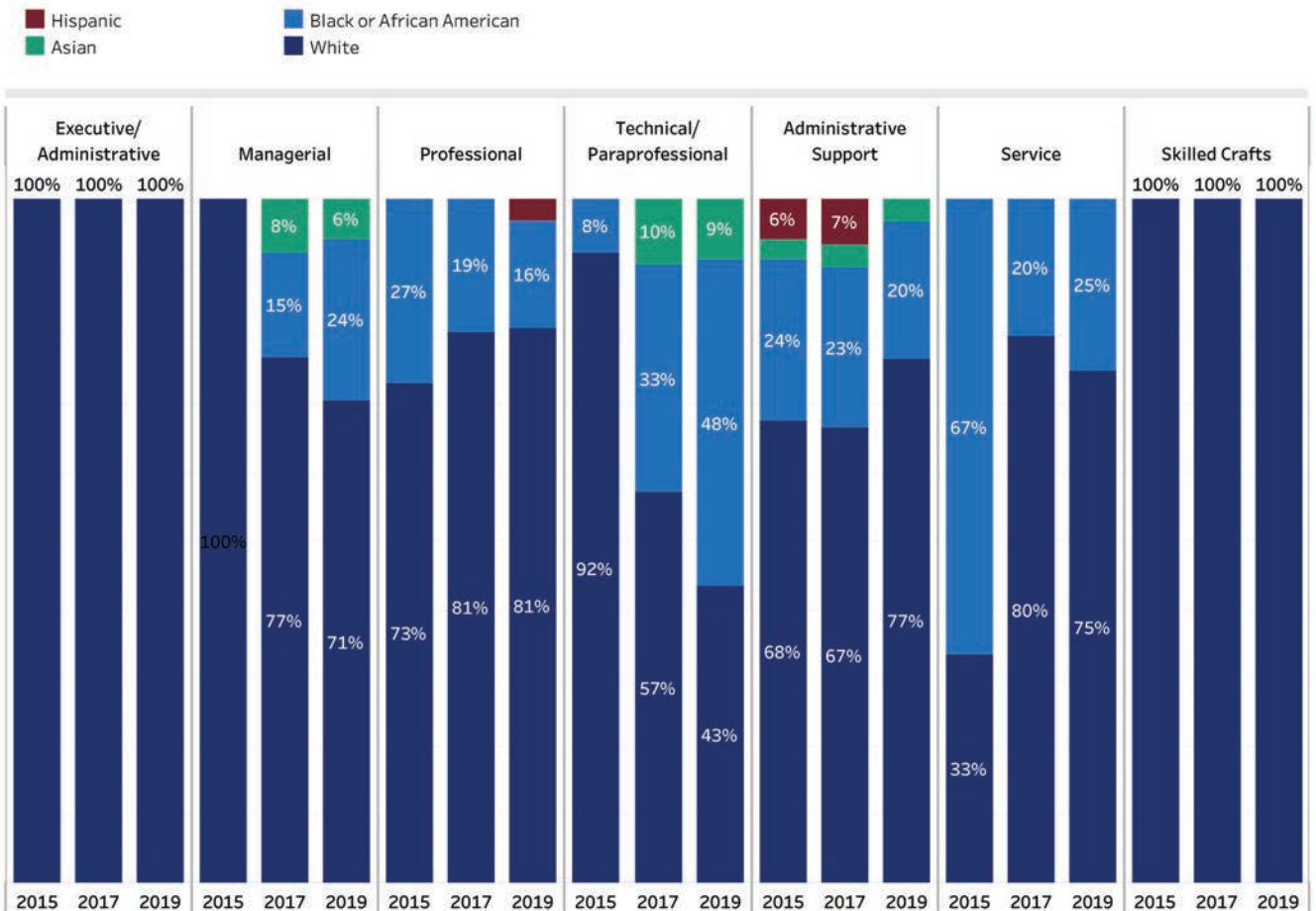


Minority Representation

Given the low number of staff members at Peabody (113 staff members in total), small changes in a given employment group can result in dramatic percentage changes. The following narrative therefore includes numbers of staff in addition to percentages in some categories.

Overall, minority representation at Peabody has seen a steady increase from 26% in 2015 (27 of 103 staff members) to 28% in 2019 (32 of 113 staff members). There continues to be no minority representation at the Executive/Administrative level (0 of 6 executives are minorities). Other job categories remained relatively consistent with previous years, with the Managerial (0% in 2015 to 29% in 2019) and Technical/Paraprofessional (8% in 2015 to 67% in 2019) categories seeing the largest increases. Minority representation in the Service area appears to have dropped significantly, but these data reflect a decrease in the total number of staff in the Service area from 12 to 4 between 2015 and 2019, with minority staff decreasing from 8 to 1 during the same time period.

Staff Composition by Ethnicity and Race, Peabody

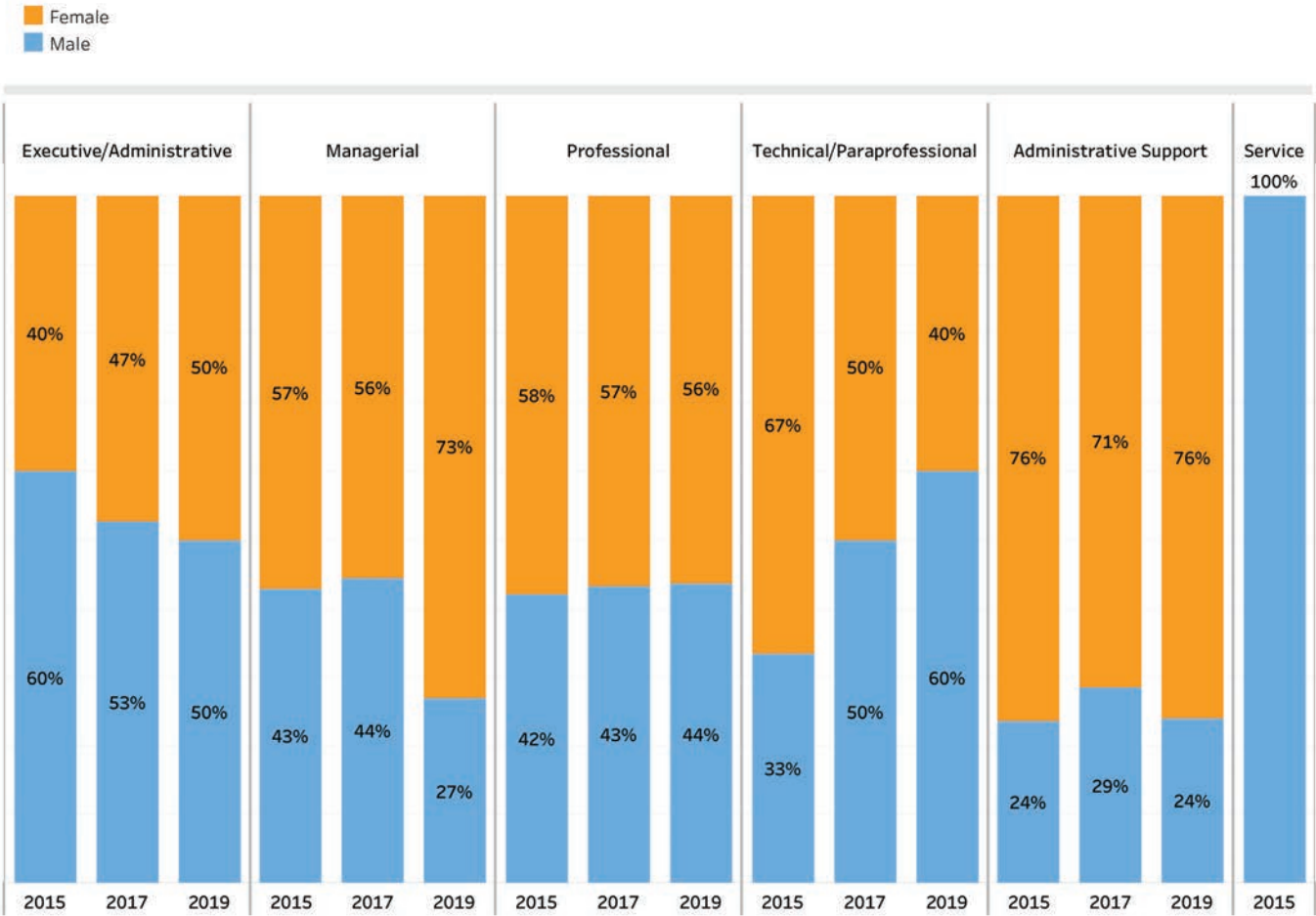


School of Advanced International Studies (SAIS)

Female Representation

Female representation at SAIS has remained relatively stable over the last several years reported as, 62% (2015), 61% (2017), and 64% (2019). In the Executive/Administrative category, female representation increased to 50%, with 10 out of 20 female leaders. Female representation at the Managerial level also increased from 57% in 2015 to 73% in 2019 (increasing from 16 to 19 women in managerial roles). Female representation at the Tech/Paraprofessional level continued to decline (67% in 2015 to 40% in 2019), while Professional and Administrative Support representation remained relatively steady. There were no women in Service roles in SAIS (0 of 4 employees).

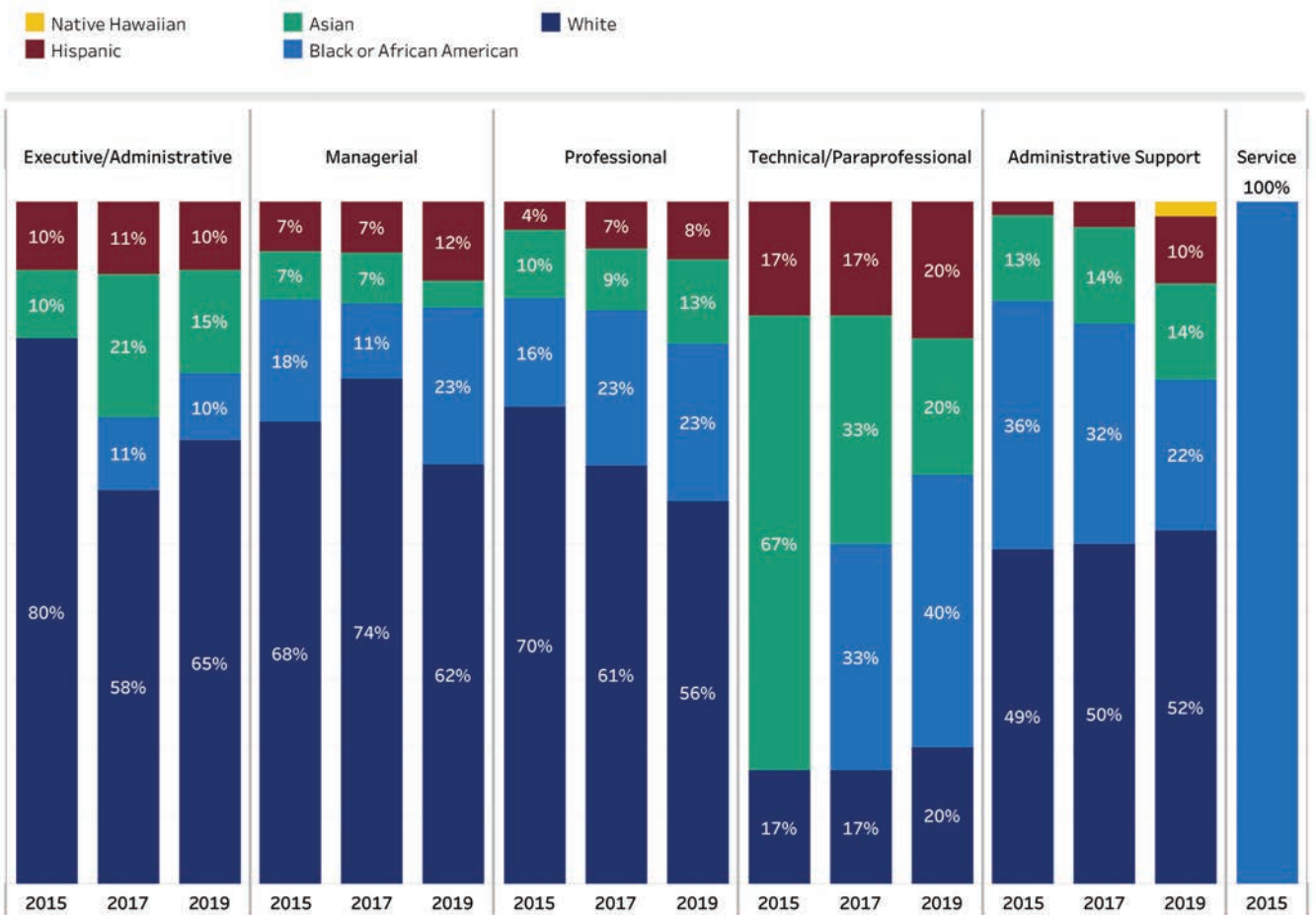
Staff Composition by Gender,
School of Advanced International Studies (SAIS)



Minority Representation

SAIS has seen overall staff minority representation increase slightly from 41% to 44% between 2015 and 2019. The most significant growth was at the Managerial level—25% in 2017 to 38% in 2019—representing an increase from 7 to 10 minority managers (out of 26). The number of minority leaders at the Executive/Administrative level decreased from 8 to 7 employees between 2017 and 2019, resulting in a decline from 42% to 35% during that same time frame. Minority representation among Professional staff members increased from 30% in 2015 to 44% in 2019, while representation in Technical/Paraprofessional and Administrative Support roles remained relatively steady.

Staff Composition by Ethnicity and Race,
School of Advanced International Studies (SAIS)

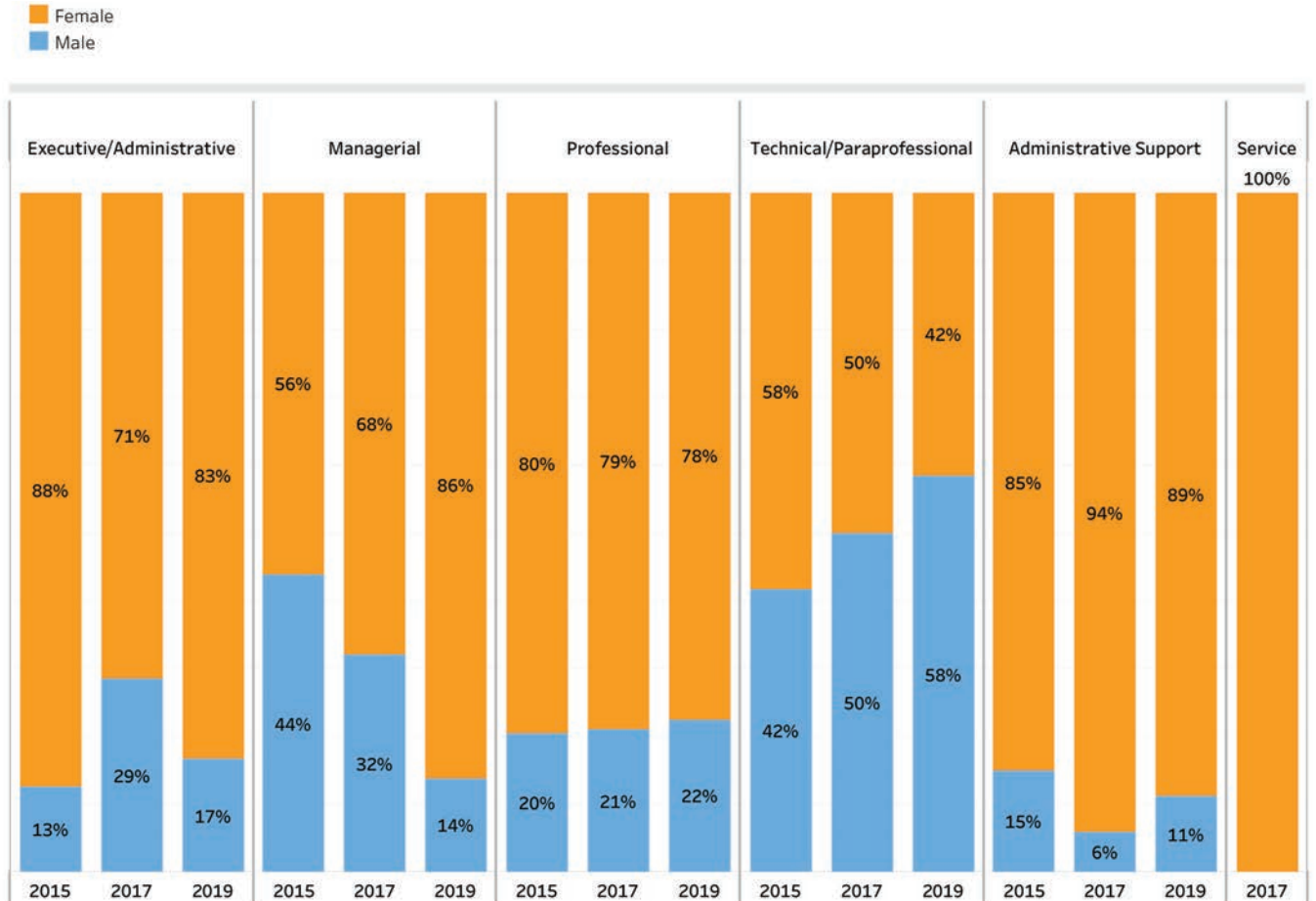


School of Education

Female Representation

In 2019, SOE had overall female representation of 78%, which is consistent with previous years (76% in 2015 and 79% in 2017), even while the female staff count decreased between 2017 and 2019 by 36 employees (178 in 2017 to 142 in 2019). Women continue to represent the majority of the SOE staff.

Staff Composition by Gender, School of Education



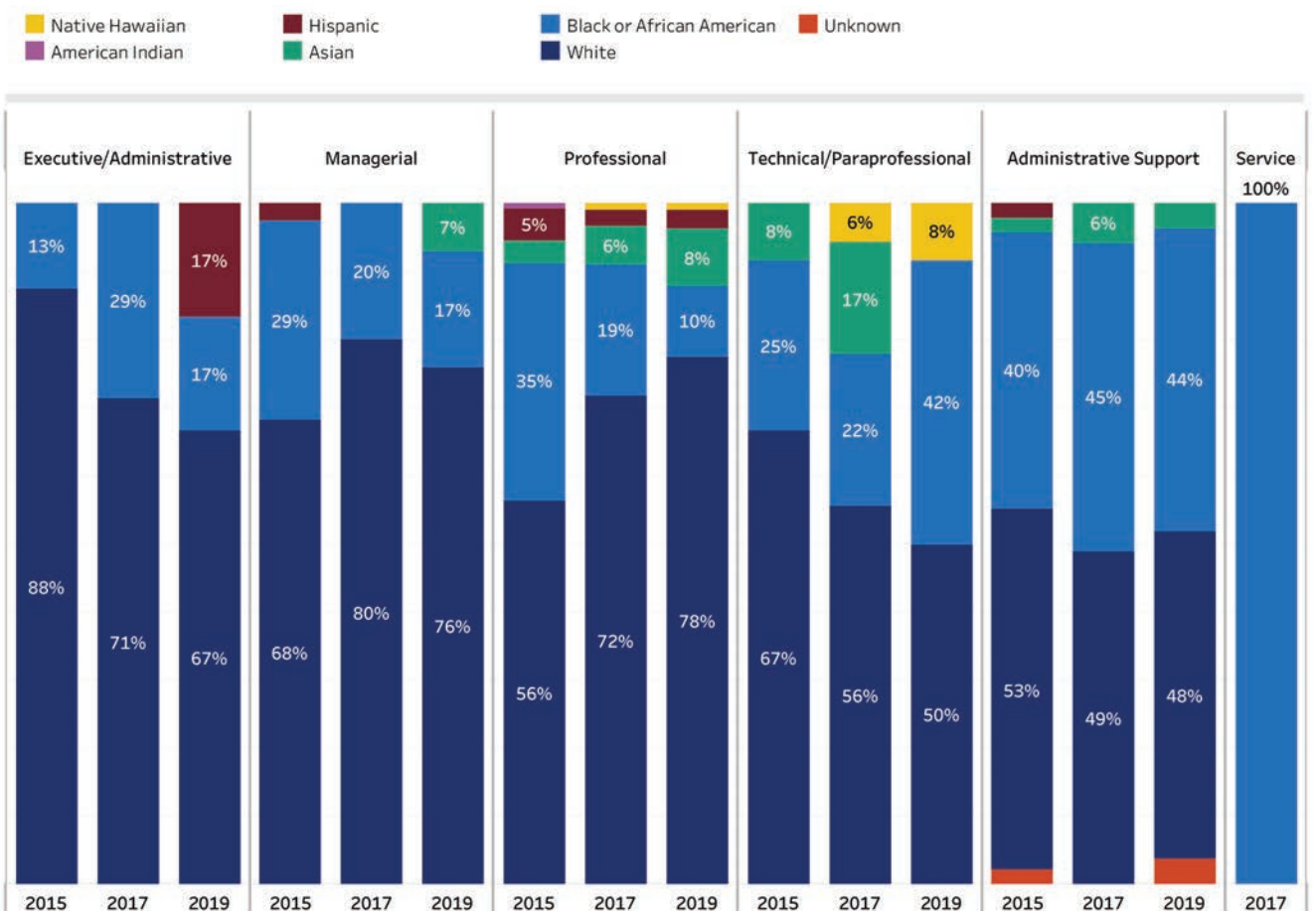
Minority Representation

SOE continued to experience a reduction in minority representation—from 40% to 29%— between 2015 and 2019. Part of this variability is a result of an overall reduction in the size of SOE, from 255 employees in 2015 to 226 in 2017, to 181 in 2019.

In addition, because of the low numbers of employees at SOE, the percentages in the charts can be somewhat misleading. For example, the number of Executive/Administrative leaders remained steady at two between 2017 and 2019, but the percentage appears to have jumped from 29% to 33% because of an overall reduction from seven to six leaders. Similarly, minority representation at the Technical/Paraprofessional level went down from eight to six staff members between 2017 and 2019, while the percentage of minorities appears to have increased from 44% to 50% during that same time.

Minority representation at the Managerial level increased from five to seven employees in 2017–19, resulting in a percentage gain of 20% to 24%. Minority representation in the Administrative Support category remained steady on a percentage basis, while the actual number of minority staff members in that category decreased from 26 to 13 between 2017 and 2019. This was owing to an overall reduction in Administrative Support, from 51 to 27 staff members.

Staff Composition by Ethnicity and Race, School of Education



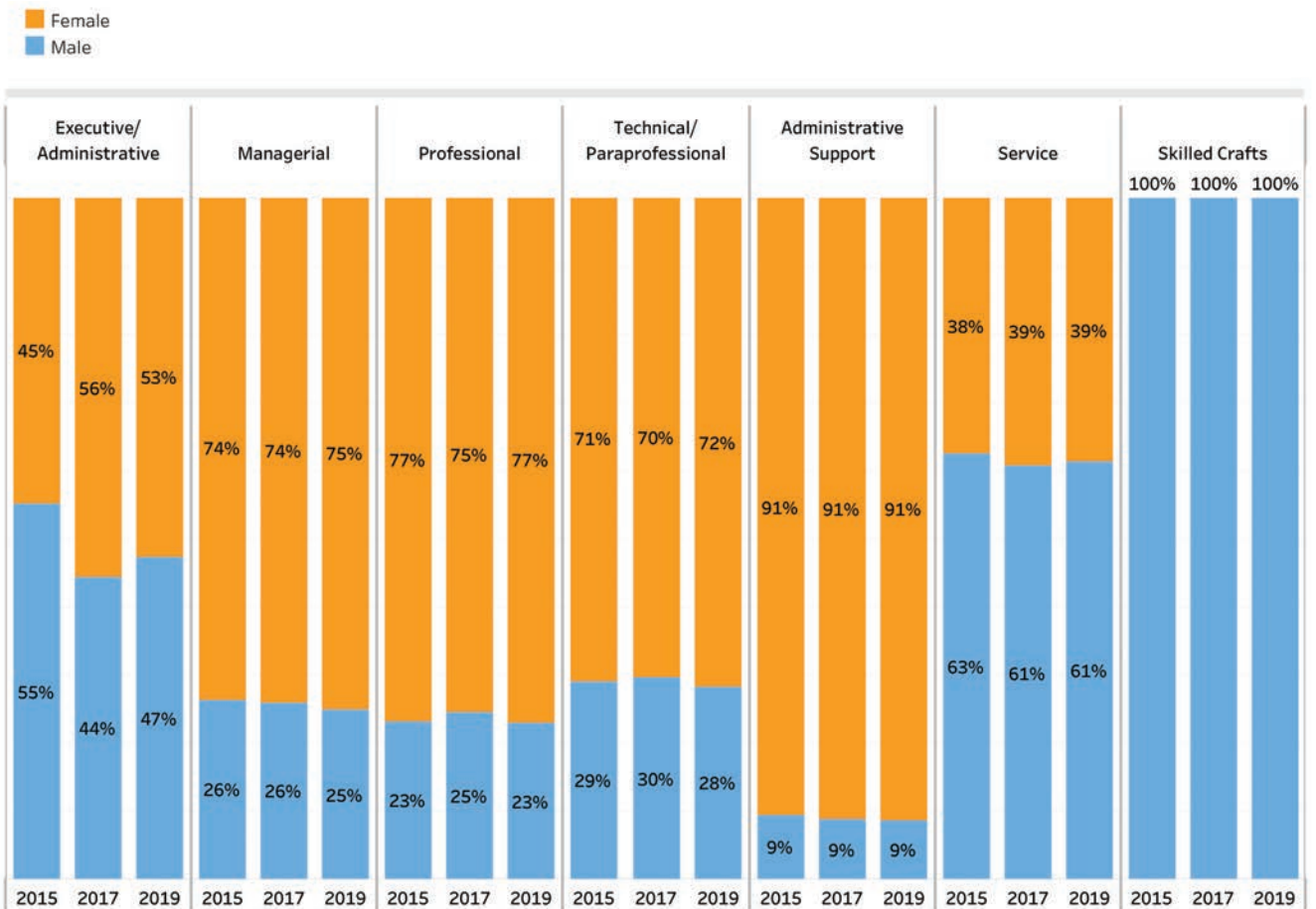
School of Medicine

Female Representation

Across the division, SOM staff were 77% female in 2019, which is consistent with both 2015 and 2017, even while the overall staff counts at SOM increased from 6,130 to 6,501 during the same time frame.

The division has consistently shown high female representation in the Managerial, Professional, Tech/Paraprofessional, and Administrative Support categories—the percentage of females in these categories in 2019 ranged from 72% (Tech/Paraprofessional) to 91% (Administrative Support). In each employment category, female representation stayed relatively stable between 2015 and 2019, inching up or down by at most 1 or 2 percentage points. In 2019, female representation at the Executive/Administrative level was 53%, with 10 female leaders out of 19 total. Since 2015, SOM has had 0% female representation in Skilled Crafts, and between 38% and 39% in Service roles; these percentages track closely with the overall university population in these categories.

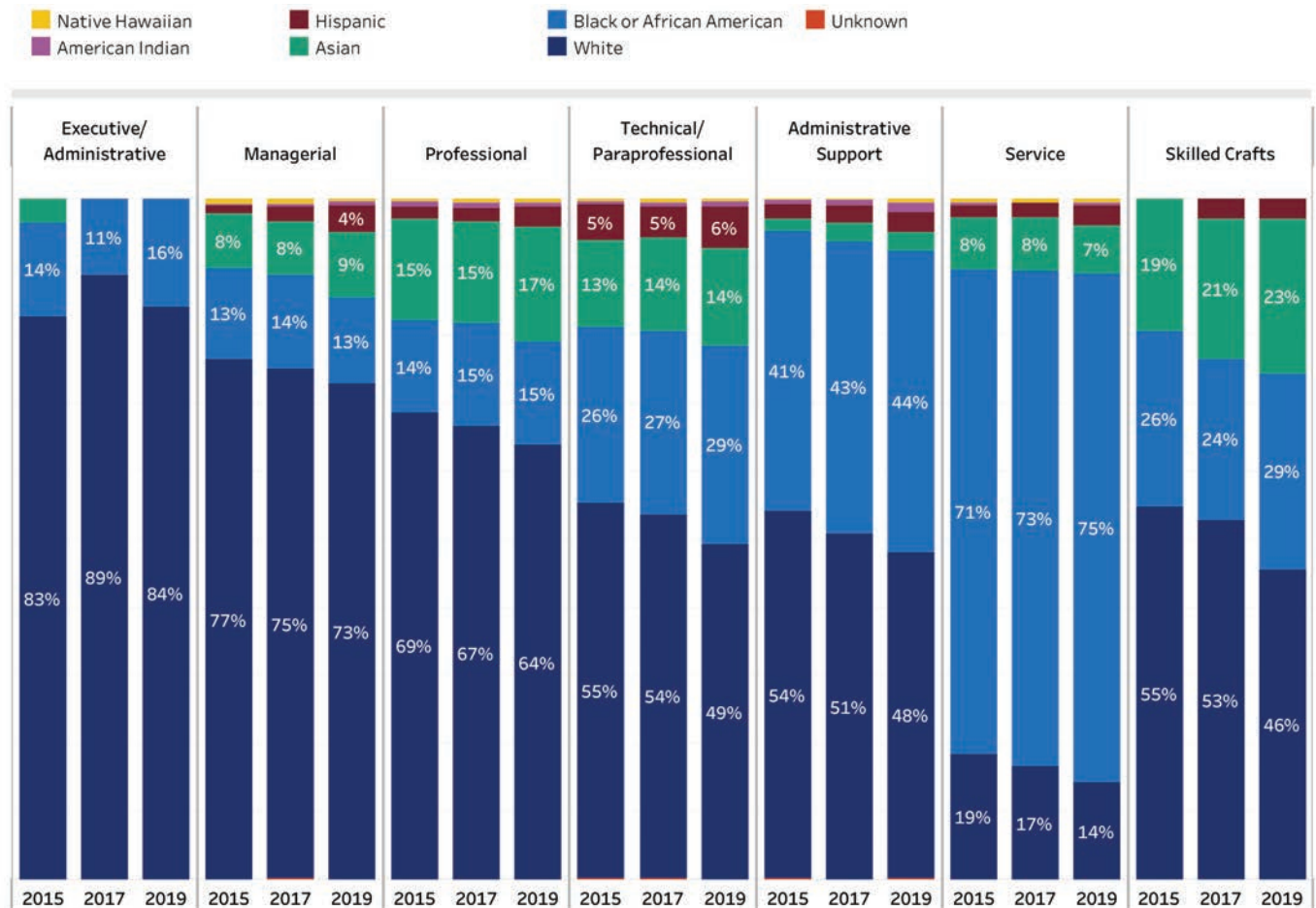
Staff Composition by Gender, School of Medicine



Minority Representation

SOM data show 44% minority representation among all staff in 2019, up from 39% in 2015 and 41% in 2017. The most significant minority populations are in the Administrative Support and Service categories, where minorities make up 52% (up from 46% in 2015) and 86% (up from 81% in 2015), respectively. Minority representation was lower at higher ranks, standing at 36% for Professionals in 2019 (up from 31% in 2015), 27% for Managerial-level staff (up from 23% in 2015), and 16% for Executive/Administrative staff (down from 17% in 2015).

Staff Composition by Ethnicity and Race, School of Medicine

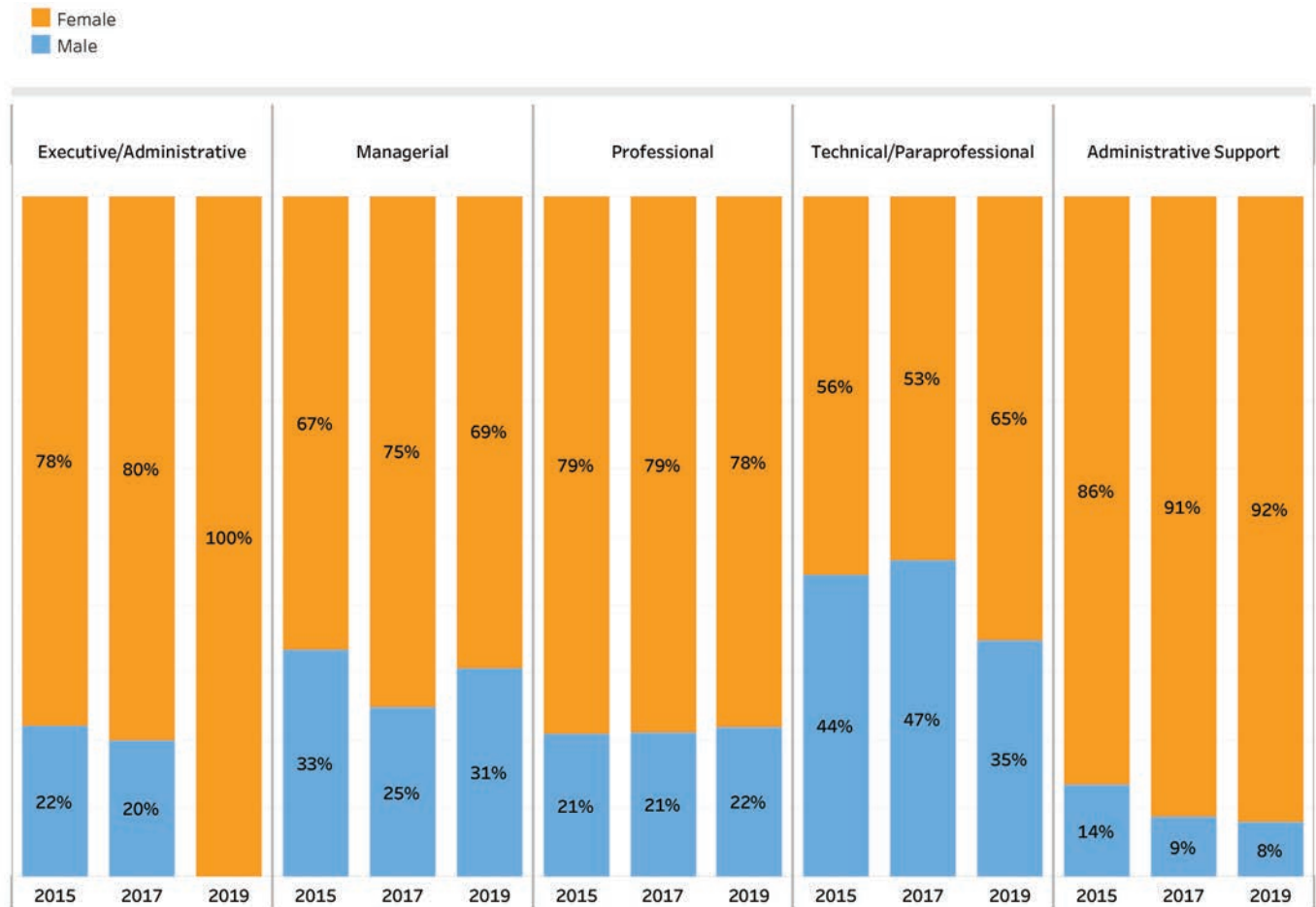


School of Nursing

Female Representation

Across the division, female representation at SON stood at 79%, a figure consistent with 2015 (77%) and 2017 (79%). Because the School of Nursing is a small division with 128 staff members in 2019, percentage changes can be misleading. For example, the number of female leaders at the Executive/Administrative level remained steady at eight, while at the same time female representation increased from 80% to 100% in 2017–19. The number of women in Technical/Paraprofessional roles at SON increased from 21 to 25 between 2015 and 2019, resulting in a percentage increase from 56% to 65%. Female representation in Managerial and Professional roles remained relatively steady between 2015 and 2019, measuring 69% and 78% in 2019, respectively.

Staff Composition by Gender, School of Nursing

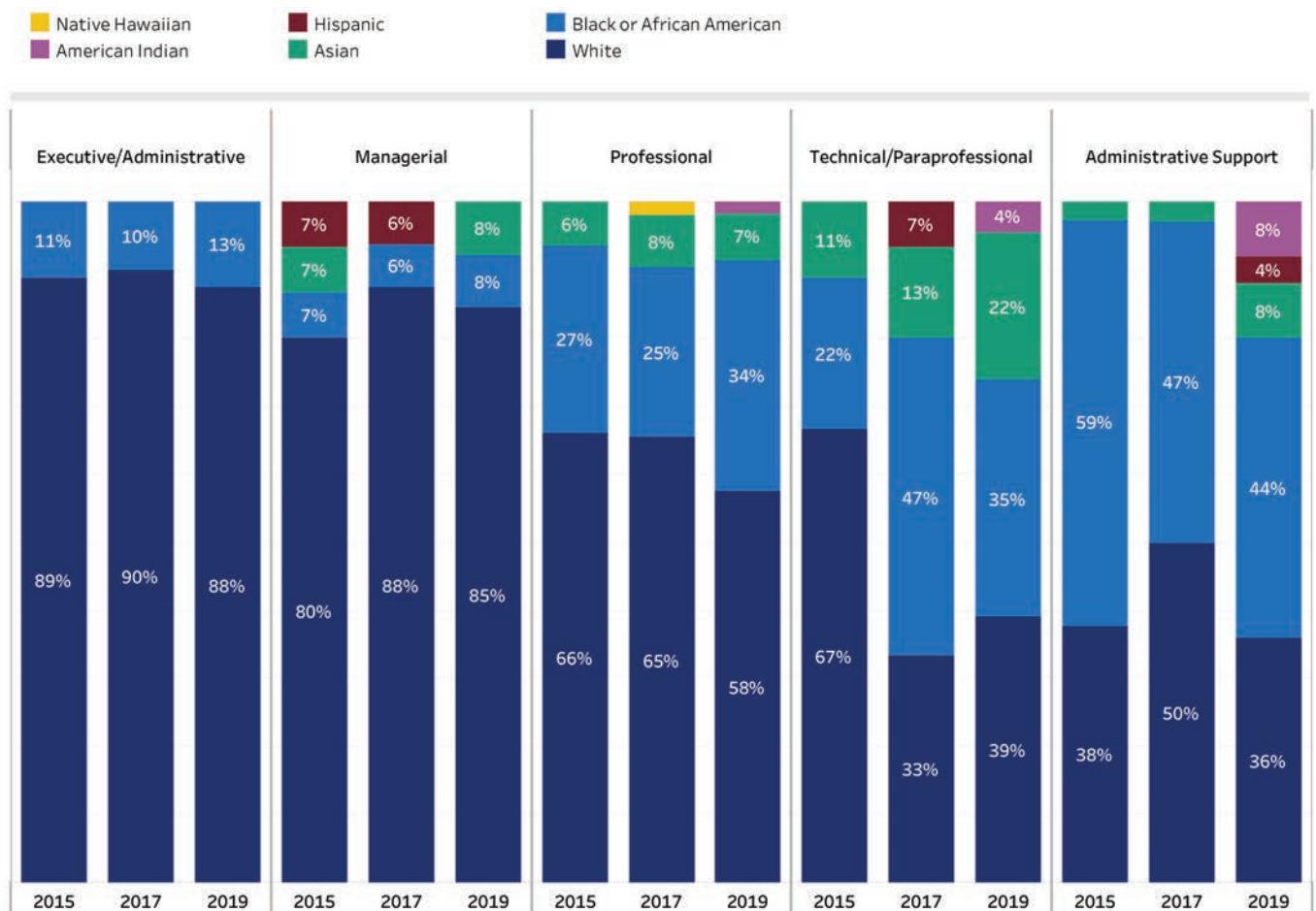


Minority Representation

SON's overall staff population was 45% minority in 2017, up from 38% in 2015 and 2017. Similar to the gender charts, because the School of Nursing is a small division, percentage changes can be misleading. Minority representation at the Executive/Administrative level remained steady at one employee. Representation at the Managerial level also remained steady, with three minority leaders in 2015 and two in 2017 and 2019.

The number of minority staff members in the Technical/Paraprofessional category has increased consistently since 2015, from 6 (33%) minority staff members in 2015, to 10 (67%) in 2017, to 14 (61%) in 2019. Similarly, the number of minority staff members in the Professional group has increased from 21 (34%) in 2015 to 25 (42%) in 2019. Although the percentage values appear to have changed for minority representation in the Administrative Support category, the number of minority staff members has remained relatively steady at 23, 17, and 16 for 2015, 2017, and 2019, respectively.

Staff Composition by Ethnicity and Race, School of Nursing

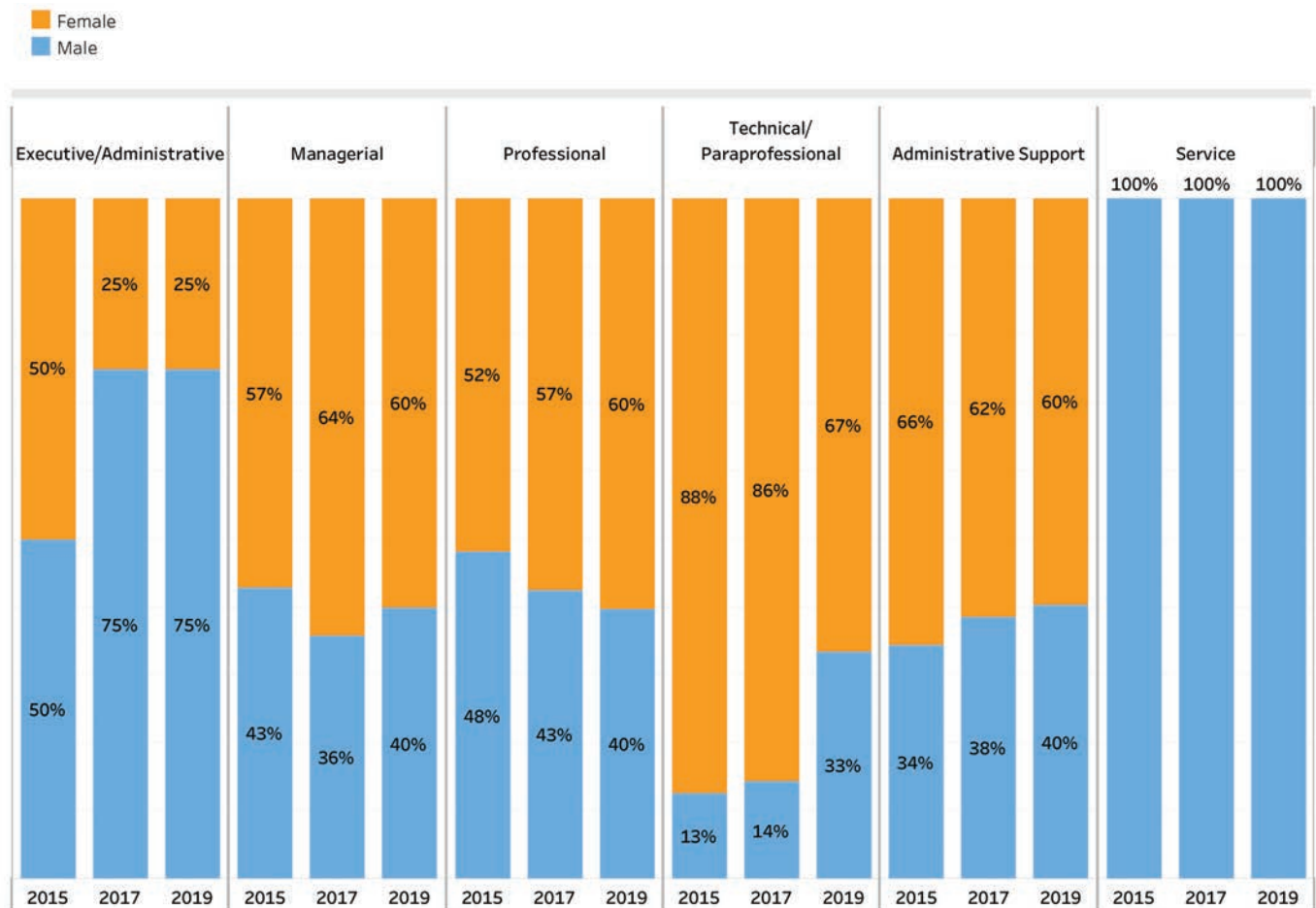


Sheridan Libraries and Museums

Female Representation

In 2019, the overall Library staff was 58% female, unchanged from 2015 and 2017. Female representation in leadership roles remained steady from 2017 to 2019, with one (of four, 25%) woman in the Executive/Administrative category and nine (of 15, 60%) women in the Managerial category. Female representation at the Professional level increased from 52% to 60% from 2015 to 2019. Female representation in Technical/Paraprofessional and Administrative Support roles decreased over the same time frame.

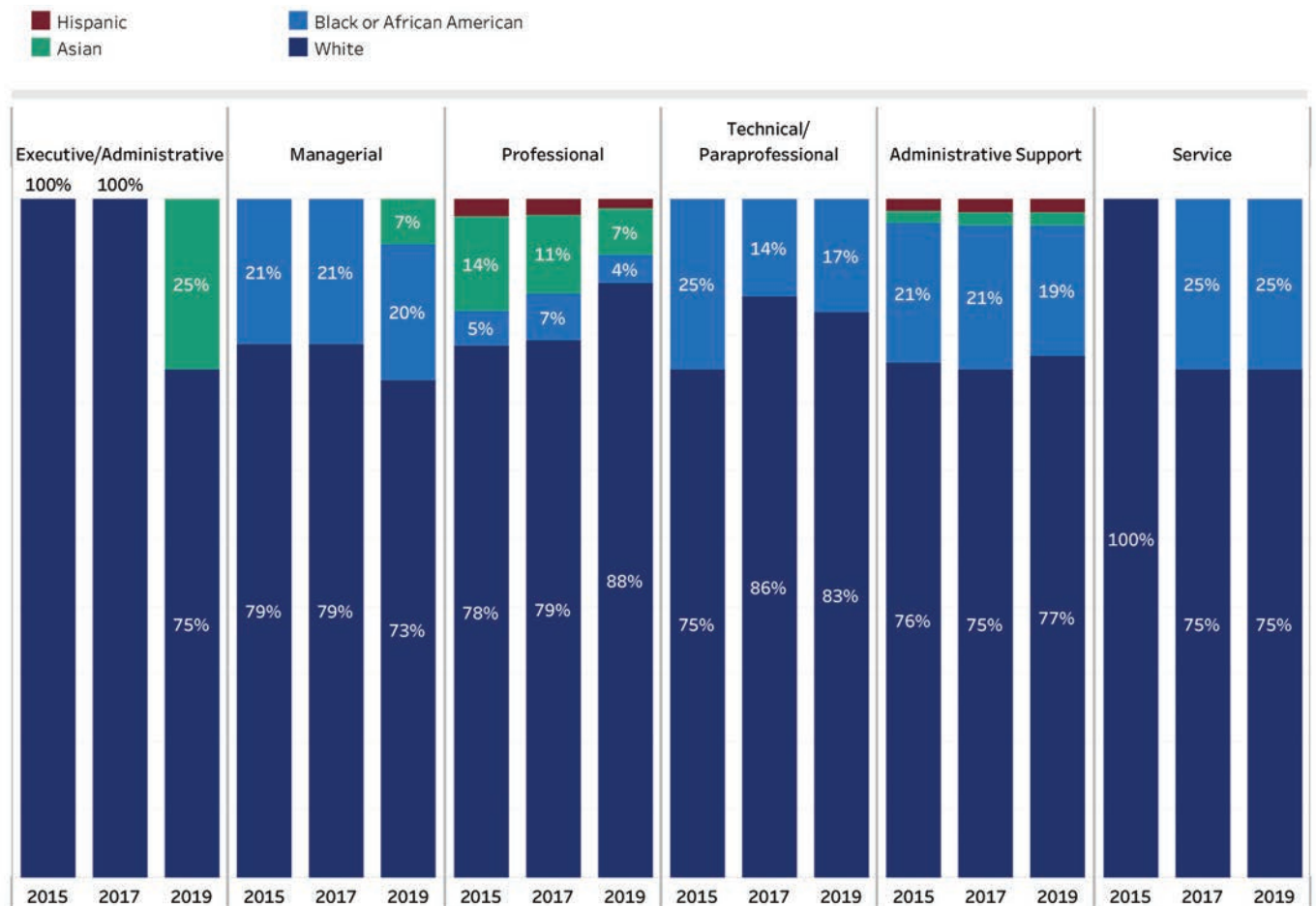
Staff Composition by Gender, Sheridan Libraries and Museums



Minority Representation

The overall Library staff was 18% minority in 2019, a decrease from 22% in 2015 and 21% in 2017. In every employment category, Library staff were at least 73% white in 2019. Minority representation in Executive/Administrative, Managerial, and Service roles increased between 2015 and 2019—Executive/Administrative from 0% to 25%, Managerial from 21% to 27%, and Service from 0% to 25%. Minority representation in Professional roles decreased between 2015 and 2019 from 22% to 12% and representation in Technical/Paraprofessional roles decreased from 25% to 17% during the same time frame.

Staff Composition by Ethnicity and Race, Sheridan Libraries and Museums



University Administration

University Administration (UA) includes staff in several parts of the university, including Development and Alumni Relations, Facilities and Real Estate, Human Resources, Information Technology, and others.

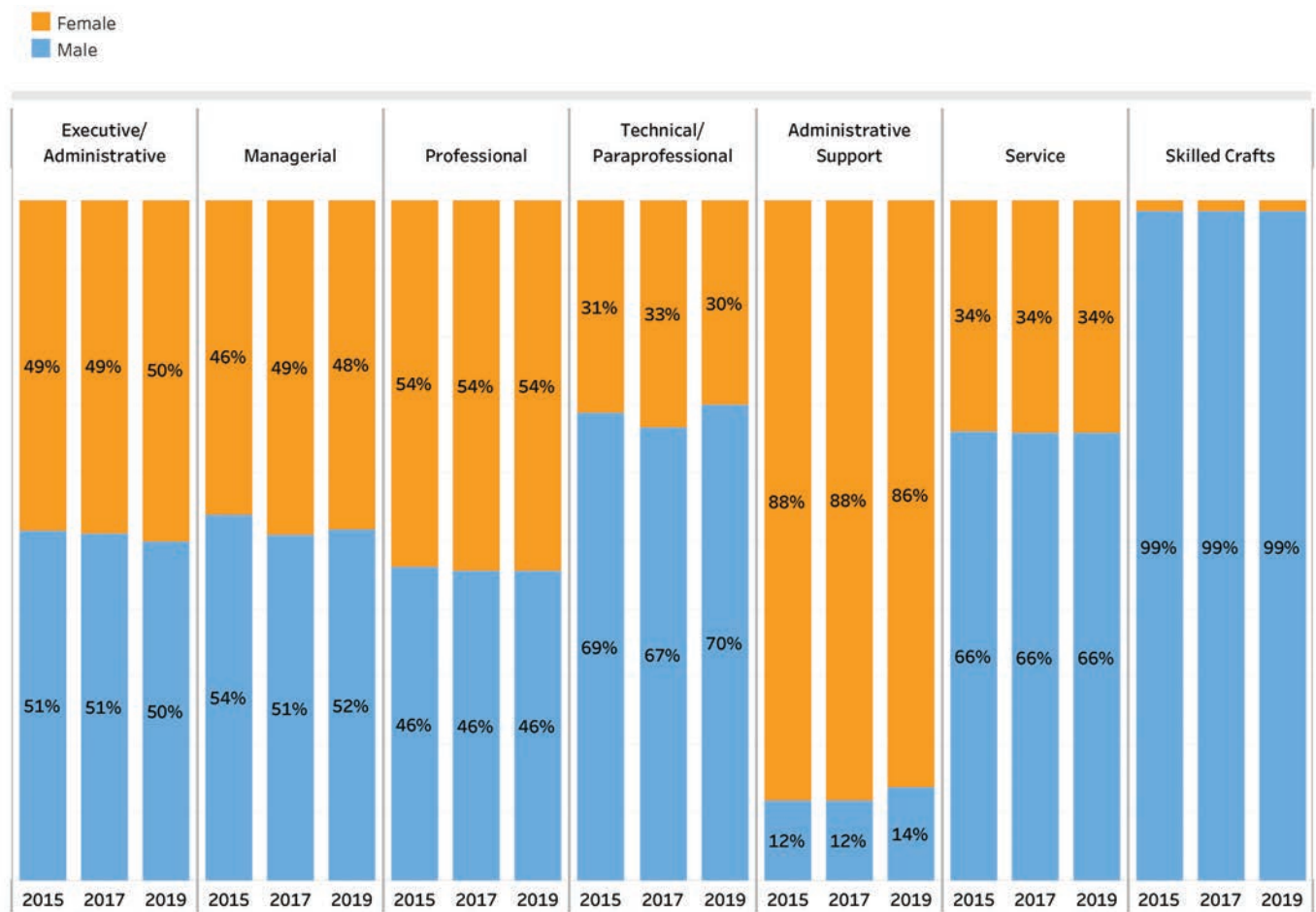
Female Representation

Overall, UA staff was composed of 51% females in 2019, a figure consistent with 2015 (51%) and 2017 (52%).

The number and the percentage representation of women in Executive/Administrative, Managerial, Professional, and Technical/Paraprofessional roles have all increased between 2015 and 2019. The number of female Executive/Administrative leaders increased from 17 (49%) in 2015 to 24 (50%) in 2019. Women in Managerial roles increased from 77 (46%) to 100 (48%), women in Professional roles increased from 291 (54%) to 379 (54%), and women in Technical/Paraprofessional roles increased from 29 (31%) to 40 (30%) in this time period.

The number and percentage of women have remained largely flat in the remaining Administrative Support and Service categories.

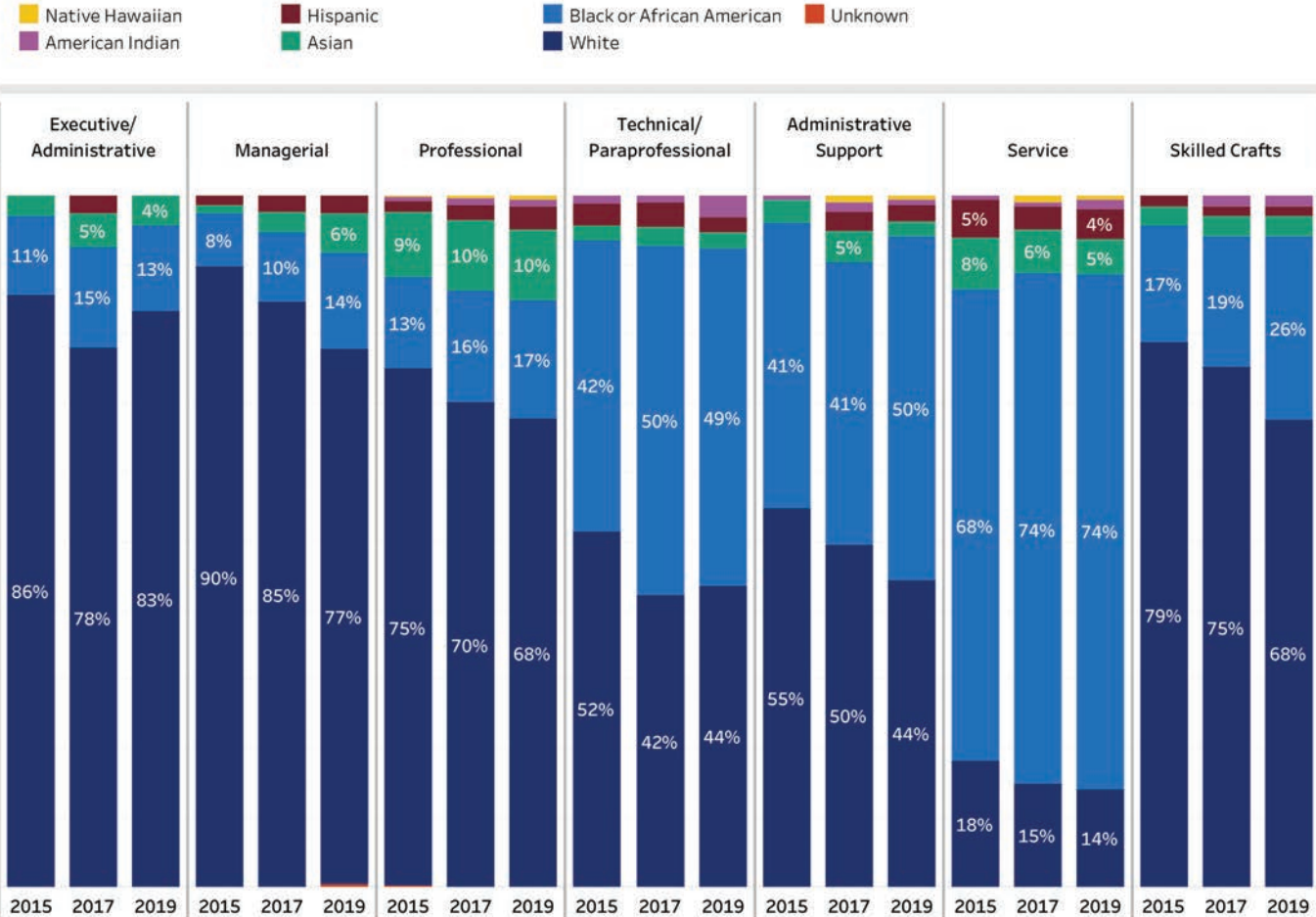
Staff Composition by Gender, University Administration



Minority Representation

Minority representation in UA has increased steadily from 2015 (36%) to 2017 (41%) to 2019 (43%). The biggest gains were made at the Managerial level, increasing from 10% in 2015 to 22% in 2019; in the Technical/Paraprofessional category, from 48% in 2015 to 56% in 2019; in Administrative Support roles, from 45% in 2015 to 56% in 2019; and in Skilled Crafts, which increased from 21% in 2015 to 32% in 2019. The number and percentage of minority employees have remained largely flat in the remaining Service roles.

Staff Composition by Ethnicity and Race, University Administration

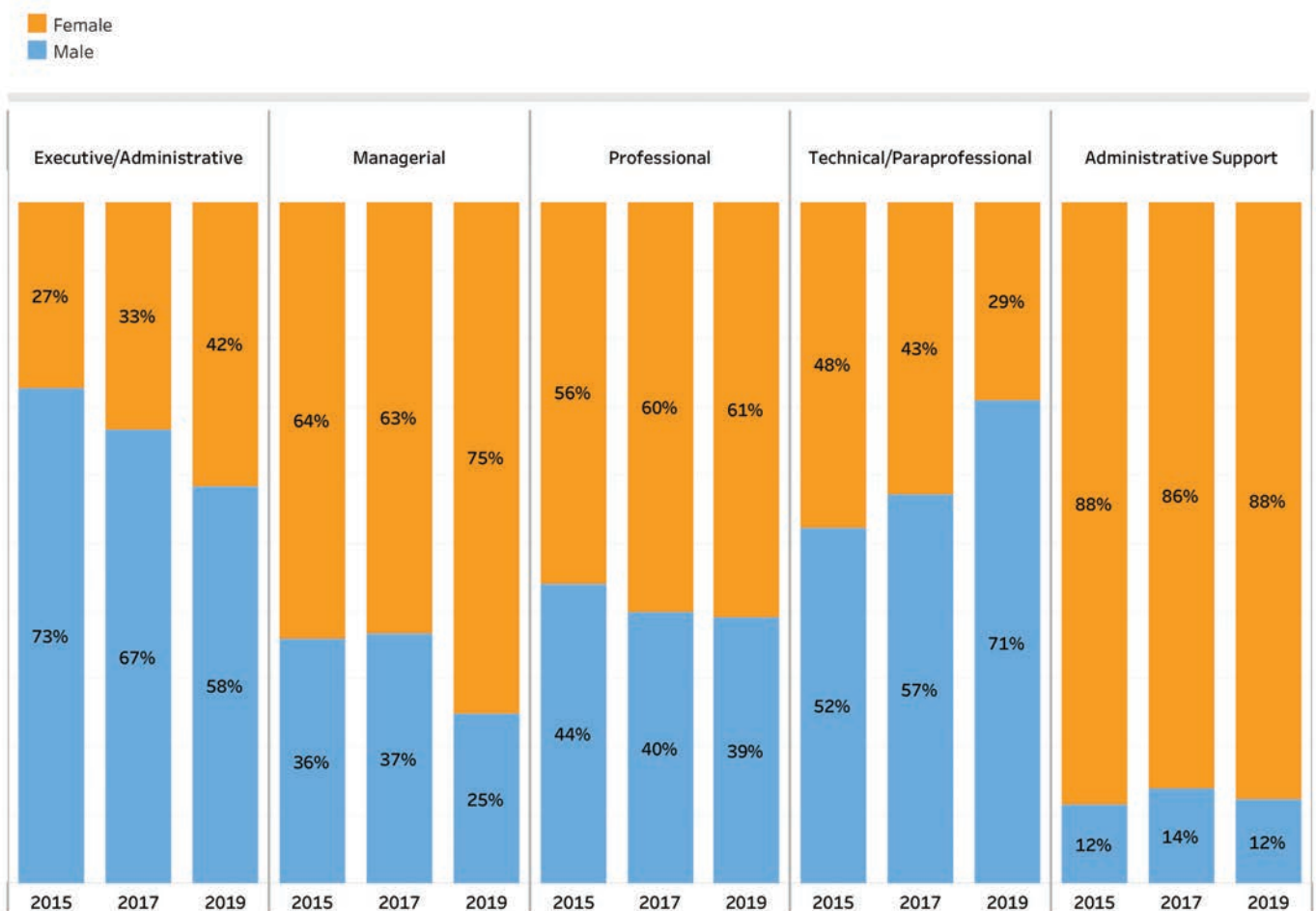


Whiting School of Engineering

Female Representation

The Whiting School had 66% female representation among its staff in 2019, a figure consistent with 2015 (64%) and 2017 (66%). Female representation in 2019 varied from a high of 88% in Administrative Support roles to a low of 29% in Technical/Paraprofessional roles. Progress has been made at both the Executive/Administrative level, with the addition of female leaders (from three to five women, 27% in 2015 to 42% in 2019), and at the Managerial level, with similar increases in female leaders (from 25 to 30 women managers, 64% in 2015 to 75% in 2019). Female representation fell in Technical/Paraprofessional roles and remained steady in Professional and Administrative Support categories.

Staff Composition by Gender, Whiting School of Engineering



Minority Representation

Among the overall Whiting School staff in 2019, 30% were members of a minority racial or ethnic group, up from 25% in 2015 and 2017. Among staff employee groups, minority representation in 2019 ranged from a high of 40% in Administrative Support roles to a low of 8% in the Executive/Administrative employee group. Each employee group except Executive/Administrative and Professional showed some increase in minority representation since 2015. The Professional category had a slight decrease from 31% in 2015 to 29% in 2019.

Staff Composition by Ethnicity and Race, Whiting School of Engineering

