

JHU Report on Staff Composition

Data: 2021/2022

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JOHNS HOPKINS
UNIVERSITY



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I. 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 *Report on Staff Composition* was first published in June 2019 (including data from 2013, 2015, and 2017) and again in 2020 (including data from 2015, 2017, and 2019). This latest version builds on that data with staff composition from 2017, 2019, and 2021.

Note that the 2019 report shows a snapshot of the JHU staff workforce prior to the start of the COVID-19 pandemic, and the 2021 report reflects data as of November 1, 2021, while the pandemic continued to impact our community. When necessary, this report attempts to explain the impact that COVID-19 has had on staff composition throughout the university.

Key findings detailed in this report include the following:

- From 2017 to 2021, female representation among JHU staff remained steady at 71%, and representation in races/ethnicities other than white grew from 39% to 43% (see Historical Trends in Staff Composition, p. 8).
- Representation in executive/administrative and managerial roles has increased from 2017 to 2021 across multiple JHU divisions for both women and race/ethnicities other than white.
- JHU's staff diversity compares favorably to that of its peers, including Ivy Plus, AAU Private, and AAU Public institutions.

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 *JHU Report on Staff Composition*, which draws on data about gender, race, and ethnicity, enables us to look more deeply at the progress that has been made and the gaps that remain. It also supports meaningful partnerships with our various constituencies, including the Diversity Leadership Council and the Black Faculty and Staff Association.

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 efforts of Human Resources (HR) and the Office of Institutional Research (OIR). Building on this progress, we expect to produce updated staff composition reports at regular intervals that will allow us to effectively track our progress over time.



II. Overview of University and Divisional Data

This report includes data representing full-time and part-time university staff in 2017, 2019, and 2021, 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 this data with input and support from HR, the Office of Diversity and Inclusion (ODI), and university leadership. Data is broken out by gender and race/ethnicity status, 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 does not capture that spectrum, but we are exploring methods of more inclusive reporting on gender in future reports.
- We have not mirrored the Underrepresented Groups 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 is 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 University Museums, and University Administration. As APL categorizes staff in different ways than does the rest of the university, it is not included in this report. This data was also prepared by OIR, with support from HR, ODI, and divisional leaders, and reviewed within each division.

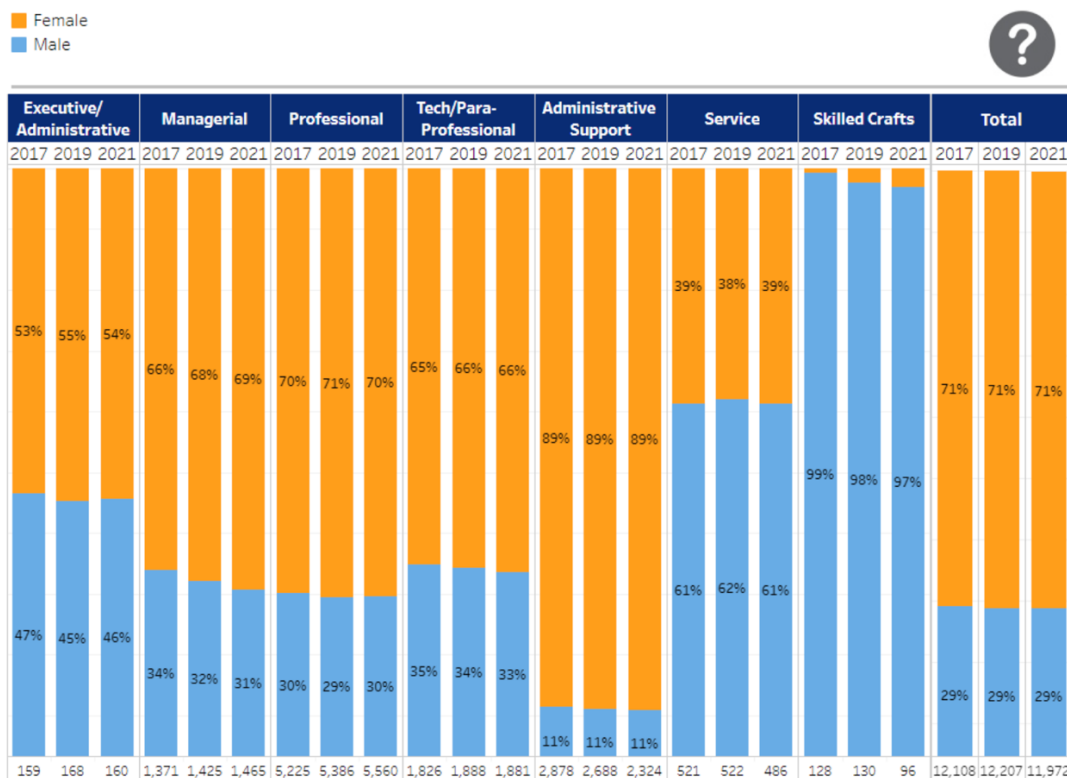
For the purposes of this report, we do not include details on employees' length of service because the data is intended to provide a snapshot look at staff composition.



Female Staff Members

Of the 11,972 JHU staff reported in 2021, 8,526 (71%) were women. This is consistent with the 71% composition reported for the 2017 and 2019 census periods. The employee groups with the least female representation are Skilled Crafts (3% in 2021) and Service (39% in 2021). The employee groups with the highest female representation are Administrative Support (89% in 2021) and Professional (70% in 2021).

Staff Composition by Gender, All JHU



Gender Representation by Division in 2021

	Staff Total	Female (N)	Female (%)
Academic Centers	673	483	72%
Bloomberg School of Public Health	1,345	970	72%
Carey Business School	184	129	70%
Krieger School of Arts and Sciences	457	297	65%
Sheridan Libraries and Museums	150	91	61%
Peabody Institute	118	58	49%
School of Advanced International Studies (SAIS)	108	70	65%
School of Education	176	139	79%
School of Medicine	6,228	4,835	78%
School of Nursing	139	110	79%
University Administration	1,566	808	52%
University Student Services	502	322	64%
Whiting School of Engineering	326	214	66%
University Total	11,972	8,526	71%



Staff Members by Race/Ethnicity

In accordance with federally mandated reporting guidelines, JHU employees self-select both their *ethnic identity* – defined as a binary ‘Hispanic/Latino’ or ‘Not Hispanic/Latino’ – and their *racial identity* from one or more of the following five categories; ‘Black or African American’, ‘American Indian or Alaska Native’, ‘Asian’, ‘Native Hawaiian or Other Pacific Islander’, and ‘White’. Faculty who are non-Hispanic and identify with two or more racial identities are counted as ‘Two or more races’. Head counts of employees based on these mutually exclusive categories are shown below:

	2017	2019	2021
American Indian or Alaska Native	114	101	77
Asian	999	1018	1076
Black or African American	3,047	3,125	3,021
Hispanic/Latino	335	419	484
Native Hawaiian or Other Pacific Islander	41	27	18
Two or more Races	22	119	233
White	7,322	7083	6746
International	225	297	281
Race Ethnicity Unknown	3	18	36

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

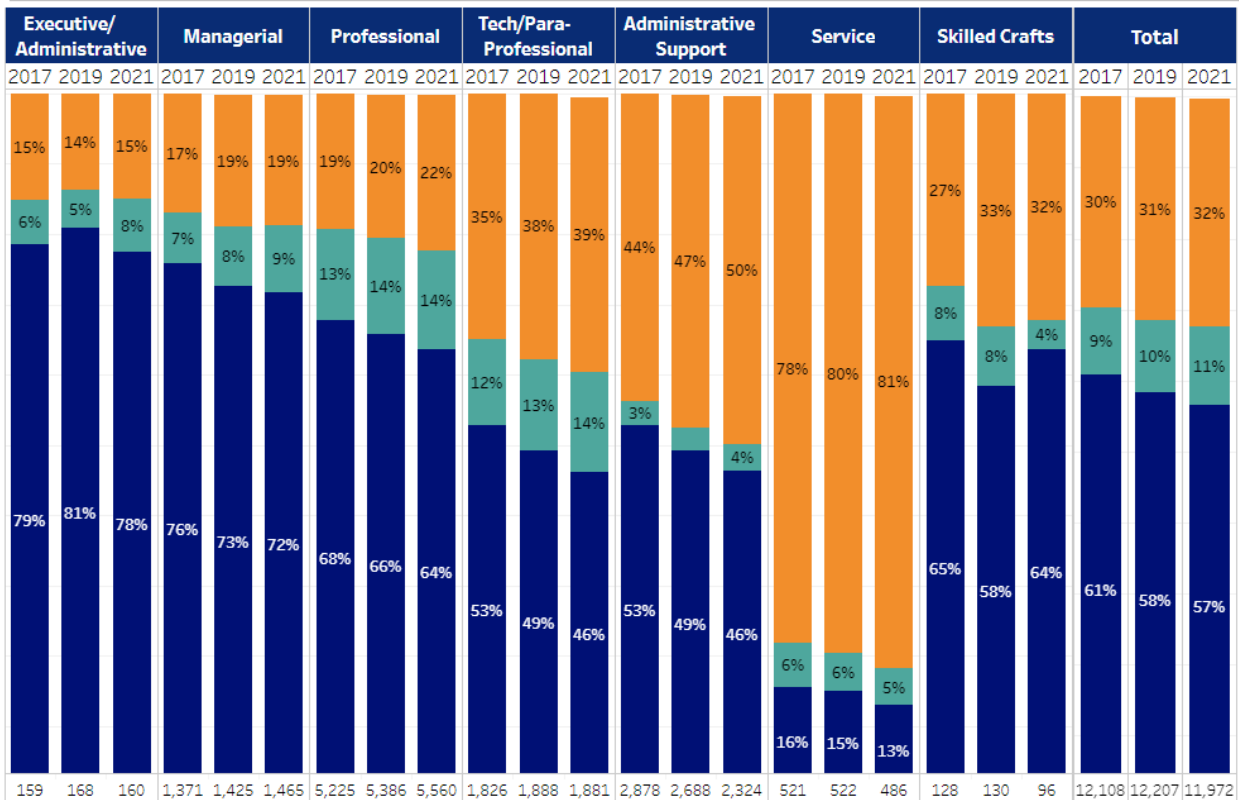
	2017 to 2019	2019 to 2021
American Indian or Alaska Native	-11%	-24%
Asian	2%	6%
Black or African American	3%	-3%
Hispanic/Latino	25%	16%
Native Hawaiian or Other Pacific Islander	-34%	-33%
Two or more Races	441%	96%
White	-3%	-5%
International	32%	-5%

In the following charts we employ one collective measure of diversity “BLK+HISP+NHPI+AIAN” which includes all employees who – *irrespective of international status or identification with multiple identities* – identify with one or more of the descriptions; Hispanic/Latino, Black or African American, American Indian or Alaska Native, or Native Hawaiian or Other Pacific Islander.

The employee categories with the lowest representation of American Indian, Black or African American, Asian, Hawaiian/Pacific Islander, and Hispanic staff are Executive/Administrative (23% in 2021) and Managerial (28% in 2021). The employee categories with the highest representation of these groups are Service (86% in 2021), Administrative Support (54% in 2021), and Tech/Paraprofessional (53% in 2021).



BLK+HISP+NHPI+AIAN
 Asian
 White



Race/Ethnicity Representation by Division in 2021

	Staff Total (N)	Asian (N)	Asian (%)	BLK, HISP, NHPI, or AIAN (N)	BLK, HISP, NHPI, or AIAN (%)
Academic Centers	673	64	10%	185	27%
Bloomberg School of Public Health	1,345	201	15%	448	33%
Carey Business School	184	11	6%	59	32%
Krieger School of Arts and Sciences	457	32	7%	117	26%
Sheridan Libraries and Museums	150	10	7%	23	15%
Peabody Institute	118	4	3%	34	29%
School of Advanced International Studies (SAIS)	108	12	11%	31	29%
School of Education	176	13	7%	39	22%
School of Medicine	6,228	789	13%	2034	33%
School of Nursing	139	14	10%	51	37%
University Administration	1,566	116	7%	564	36%
University Student Services	502	29	6%	179	36%
Whiting School of Engineering	326	27	8%	68	21%
University Total	11,972	1,322	11%	3832	32%

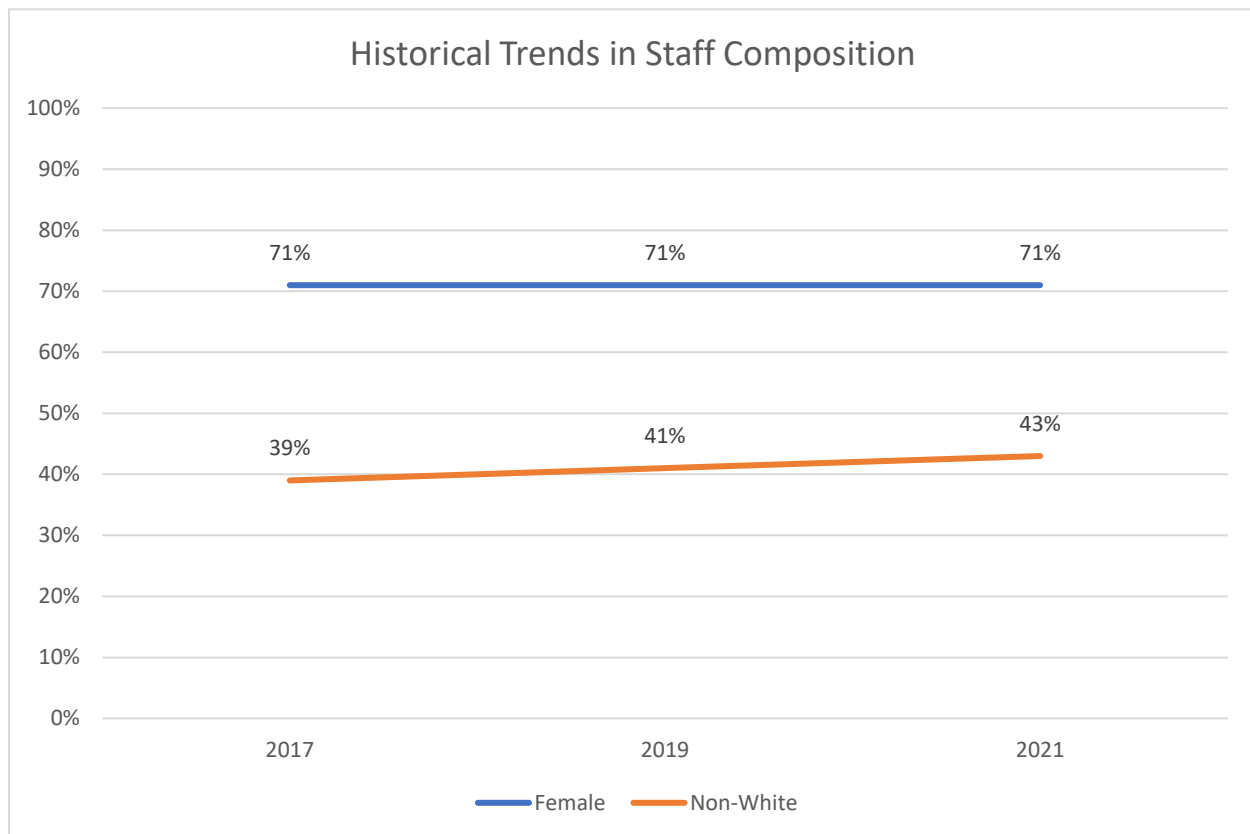
Legend: BLK – Black or African American / NHPI – Native Hawaiian Pacific Islander / HISP – Hispanic / AIAN – American Indian Alaska Native



Trends in JHU Staff Diversity: 2017 to 2021

Female representation universitywide remained stable across the three census periods from 2017 through 2021, 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 held 54% of Executive/Administrative positions and 69% of Managerial positions in 2021.

Employee representation in race/ethnicities other than white grew in each employee group between 2017 and 2021, increasing from 39% to 43%. Similar to the trends in gender, gains in American Indian, Black or African American, Asian, Hawaiian/Pacific Islander, and Hispanic staff at the Executive/Administrative (21% in 2017 to 23% in 2021) and Managerial (24% in 2017 to 28% in 2021) levels can be seen universitywide.

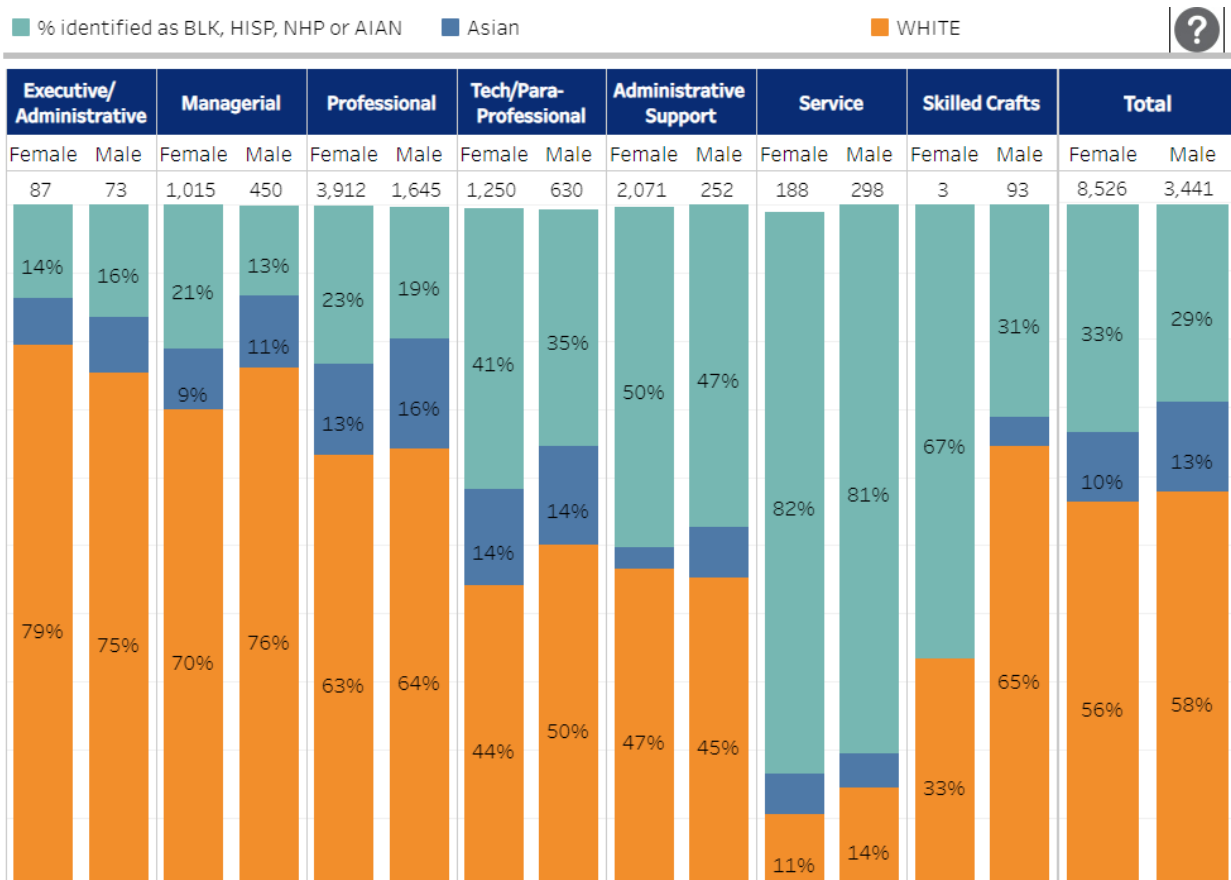




Detailed Race/Ethnicity Data Stratified by Gender and Job Category

New in the 2021 report, data is included to show race/ethnicity data, separately by gender and job category to offer an additional layer of information for understanding the overlapping identities of our staff population. The chart below is consistent with other data in this report, which shows that American Indian, Black or African American, Asian, Hawaiian/Pacific Islander, and Hispanic staff tend to be underrepresented in Executive/Administrative, Managerial, and Professional roles. The difference between female and male American Indian, Black or African American, Asian, Hawaiian/Pacific Islander, and Hispanic staff representation is minimal in those employee groups.

Race/Ethnicity by Gender and Job Category in Staff Composition, All JHU



Legend: BLK – Black or African American / NHPI – Native Hawaiian Pacific Islander / HISP – Hispanic / AIAN – American Indian Alaska Native

III. Moving Forward

Equipped with staff composition data since 2017, HR leaders at JHU continue to execute and build on existing initiatives and to create new strategic plans to attract and retain a diverse workforce. The end goal is to maintain a workplace climate where diversity is valued, employees know their role and have a clear path for advancement, and staff members in all employee groups feel included and engaged in the success of the university.



This third *Staff Composition Report* allows individuals throughout the university to accurately assess the diversity of our staff workforce. This publication provides an honest accounting of where we stand today and will help us to hold ourselves accountable for future progress. This data, which is published approximately every two years, allows us to measure the impact of the initiatives developed to ensure Johns Hopkins is able to attract and retain a talented, diverse workforce.

It should be noted that the data in this report covers the time period between November 1, 2019, to November 1, 2021— nearly all of which was during the COVID-19 pandemic. As the pandemic began in earnest, the HR leadership team's attention was diverted to programs that helped employees transition to home offices, assisted JHU families with child care support and additional COVID leave, helped managers remain effective while leading in a remote environment, transitioned on-boarding, payroll, and other core HR functions to online systems, and supported essential performance management tasks with a remote workforce.

Thousands of JHU staff members were impacted by furloughs and reductions in force, most of whom have been brought back to their pre-COVID roles, sometimes in a new hybrid work environment. Some of the academic divisions and university administration conducted a reduction in force to create a leaner organization while the university was under financial pressure from COVID.

Throughout all these COVID-related challenges, the JHU HR team continued to maintain a focus on recognizing diversity gaps and improving processes. Below are some highlights of our ongoing efforts.

Recruitment

The JHU Talent Acquisition team, in partnership with JHU's Talent Management team, has focused on strengthening unbiased hiring process, improving the internal hiring process, and deepening JHU's ability to attract and retain a diverse staff workforce.

To strengthen an unbiased hiring process, a new course was developed for hiring managers, including LinkedIn Learning and custom Johns Hopkins content. Talent Acquisition staff ask hiring managers to take this course each time a new requisition is created (if they haven't already done so).

To improve the hiring process for internal applicants and provide more defined upward mobility at JHU, an updated Careers website was created, which serves as a portal for searching and applying for jobs. The updated site offers information on how to locate and apply for internal positions and promotions, an overview of the internal hiring process, testimonials from long-term JHU employees, access to self-paced courses on résumé writing and interviewing skills specifically for internal employees, and FAQ pages.

To deepen the university's ability to attract and retain a diverse workforce, the Talent Acquisition team expanded the sites where job openings are posted to include sites that are focused on diversity hiring, such as diversityjobs.com. Partnerships were established with local job training programs such as Fortis, Integrated Health, Montgomery College, historically Black colleges and universities (HBCUs), and community/faith-based organizations. JHU also participated in the Community College of Baltimore County (CCBC) Medical Assistant Apprenticeship program – [Earn While You Learn](#).

This focus on diversity helped JHU achieve the [Hopkins Local hiring goal](#) for FY20, which means that



40% of new hires into HopkinsLocal roles live in focus ZIP codes in the Baltimore area. In addition, JHU partnered with Randstad and community-based organizations to hire 183 people from HopkinsLocal ZIP codes into testing coordinator, Safety Ambassador, and other COVID-related roles at a time when many were experiencing job insecurity.

Total Rewards

JHU's HR team has continued to enhance and strengthen the university's capability to support employees and their dependents.

When JHU employees were required to quickly transition to work from home at the start of the COVID-19 lockdown in early 2020, the Total Rewards team worked quickly to implement programs to help JHU employees better meet the financial challenges associated with the pandemic. For example, reimbursement for home office expenses such as supplies, technology, and chargers were approved for employees who work in a hybrid or remote capacity. In addition, the COVID-19 Caregiving Relief Fund was implemented to provide financial assistance to eligible employees and students who incurred new caregiving, remote learning, and technology expenses as a direct result of COVID-19.

The multiyear project to redesign the JHU compensation classification system continues. This project will enable employees to identify career pathways that allow them to learn, grow, and advance. Employees will be able to understand where positions fall in the JHU hierarchy, experience improved consistency in minimum qualifications requirements and salary range determinations, easily identify clear and transparent career paths with competency expectations, and locate job-appropriate training and support that will enable them to advance.

To achieve this objective, every classified position at JHU will be assigned a unique combination of Job Family, Job Subfamily, Career Stream, Competency, and Career Level. The new architecture will support consistent job descriptions, competency-based interview guides, career conversations, performance management, development suggestions, and development assessment tools.

Employee Development

The university provides a variety of programs to help employees develop and progress in their career at Johns Hopkins. These programs are designed to provide a level playing field to staff members of all gender and race/ethnicity groups. In addition, a wide variety of programs have been developed to provide opportunities to women and underrepresented individuals/groups to help them move into professional and managerial roles.

JHU staff (not including Bargaining Unit staff) benefit from the consistent processes in myPerformance, the JHU performance management system, which is now in use in all JHU divisions. Employee performance forms include a development goal that encourages collaboration with a manager and documents actions to support professional development of staff. A new component was recently added to supervisor performance forms, on which they are evaluated on how well they coach and develop their teams.

A new Career Architecture program will be developed, which will clearly define competencies related to job families and provide recommendations for training and on-the-job experiences that can help staff build those competencies and advance internally.



Programs that are focused on increasing opportunities for women and underrepresented individuals/groups include:

Mandatory Diversity Training to help employees implement strategies to create a more equitable and inclusive workplace. This training will be required of all managers throughout the university and of all Bargaining Unit staff.

Leadership Development Program (LDP), a cohort-based program that annually brings together approximately 40 faculty and staff leaders with high potential from across the university to develop their self-awareness as leaders, increase leadership effectiveness, and reinforce the importance of creating a diverse and inclusive culture universitywide. Over the past five years, increased representation of women and American Indian, Black or African American, Asian, Hawaiian/Pacific Islander, and Hispanic participants in LDP cohorts has been a primary focus during the nomination and selection phase.

Cohort-Based Learning Programs combine learning curricula, interactions with peers, and mentoring to prepare participants for advancement in Research Administration, Finance, and Administrative roles.

Recent increased collaboration involving the Office of Talent Management, the Office of Diversity and Inclusion, and the Office of Integrative Learning and Life Design is leading toward the development of curated diversity, equity, and inclusion curricula and enhanced career support programs.

Finally, JHU has announced the creation of a universitywide Staff Advisory Council which will provide input and perspectives on university policies and other operational matters. This council will build on the success of existing and newly formed staff councils in several of the academic divisions.

Climate and Engagement

JHU implemented HR Acuity during 2021, an online system that helps identify, investigate, and track employee issues by providing data that enables HR to get a better picture of employee engagement, analyze trends, and proactively manage risk. As a part of that initiative, a universitywide exit interview process was established to gain information on job satisfaction, workplace climate, and feedback on university policies. Using the data, HR can more easily identify areas for improvement and make sure that employees leave feeling good about their service to the university.

Historically, the university has surveyed employee engagement every three years, and the university's most recent Gallup survey was in spring 2018. The 2021 Gallup survey was delayed due to COVID, as the results would not have provided data comparable to previous years.

The university's scores on the most recent 2018 survey were good—3.88 on a scale of 1 to 5—and represented a slight increase from previous surveys in 2012 (3.77) and 2015 (3.81). Guided by this feedback, the university is working to foster an environment of diversity and inclusion and to support the well-being of faculty and staff.

Future workplace climate surveys are being planned by the Office of Diversity and Inclusion. Climate surveys differ from engagement surveys that have previously been conducted at JHU. Climate surveys typically measure employee views, attitudes, and perceptions of the organization, while engagement surveys measure employee commitment, motivation, sense of purpose, and passion for



their work and the organization.



IV. Overall Staff Diversity Data

Table 1: Counts of Female Staff by Employee Group and Subgroup shows the staff diversity data by employee group for 2017, 2019, and 2021. 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: Counts of Female Staff by Employee Group and Subgroup

Division All	Employee Group All	?	Total			Female					
			2017	2019	2021	2017		2019		2021	
			N	N	N	N	%	N	%	N	%
Executive/ Administrative	Senior Level Leadership		110	117	121	64	58%	71	61%	74	61%
	University Officials and Executive..		49	51	39	21	43%	21	41%	13	33%
	Total		159	168	160	85	53%	92	55%	87	54%
Managerial	Academic Services		163	162	170	111	68%	122	75%	121	71%
	Administration		45	41	39	36	80%	34	83%	34	87%
	Communications		66	68	66	44	67%	47	69%	46	70%
	Design/Construction and Enginee..		20	19	20	3	15%	2	11%	4	20%
	Development		39	40	49	26	67%	30	75%	36	73%
	Healthcare/Clinical		65	74	72	49	75%	57	77%	57	79%
	Human Resources		45	47	51	35	78%	39	83%	45	88%
	Information Technology		125	136	139	36	29%	38	28%	42	30%
	Library		14	13	11	12	86%	10	77%	9	82%
	Operations and Finance		498	528	542	359	72%	383	73%	403	74%
	Research (Clinical and Non-Clinical)		291	297	306	194	67%	206	69%	218	71%
	Total		1,371	1,425	1,465	905	66%	968	68%	1,015	69%
Professional	Academic Services		549	566	608	399	73%	405	72%	435	72%
	Administration		147	162	200	128	87%	137	85%	173	87%
	Communications		277	298	308	191	69%	214	72%	219	71%
	Design/Construction and Enginee..		68	75	71	17	25%	21	28%	20	28%
	Development		182	178	163	146	80%	148	83%	134	82%
	Healthcare/Clinical		1,191	1,234	1,222	952	80%	1,005	81%	997	82%
	Human Resources		129	146	138	112	87%	121	83%	115	83%
	Information Technology		533	558	593	150	28%	144	26%	165	28%
	Library		79	72	72	53	67%	51	71%	47	65%
	Operations and Finance		708	720	682	493	70%	508	71%	490	72%
	Research (Clinical and Non-Clinical)		1,362	1,377	1,503	1,007	74%	1,048	76%	1,117	74%
	Total		5,225	5,386	5,560	3,648	70%	3,802	71%	3,912	70%
Tech/Para- Professional	Healthcare/Clinical		294	287	276	242	82%	236	82%	223	81%
	Other		490	525	492	233	48%	259	49%	244	50%
	Research (Clinical and Non-Clinical)		1,042	1,076	1,113	714	69%	746	69%	783	70%
	Total		1,826	1,888	1,881	1,189	65%	1,241	66%	1,250	66%
Administrative Support	Administration		1,668	1,577	1,367	1,531	92%	1,451	92%	1,249	91%
	Operations and Finance		521	493	440	456	88%	441	89%	395	90%
	Other		689	618	517	563	82%	498	81%	427	83%
	Total		2,878	2,688	2,324	2,550	89%	2,390	89%	2,071	89%
Service	Service, Bargaining Unit		431	443	417	176	41%	177	40%	163	39%
	Service, Other		90	79	69	26	29%	21	27%	25	36%
	Total		521	522	486	202	39%	198	38%	188	39%
Skilled Crafts	Skilled Crafts, Bargaining Unit		103	103	74	1	1%	2	2%	2	3%
	Skilled Crafts, Other		25	27	22	0		1	4%	1	5%
	Total		128	130	96	1	1%	3	2%	3	3%
Grand Total			12,108	12,207	11,972	8,580	71%	8,694	71%	8,526	71%



Table 2: Counts of Staff by Race/Ethnicity and Employee Group/Subgroup

<div> <div>Division</div> <div>(All)</div> </div> <div> <div>Employee Group</div> <div>(All)</div> </div> <div>?</div>		Total			Asian						% identified as BLK, HISP, NHP o..					
		2017	2019	2021	2017		2019		2021		2017		2019		2021	
		N	N	N	N	%	N	%	N	%	N	%	N	%	N	%
Executive/ Administrative	Senior Level Leadership	110	117	121	4	4%	4	3%	9	7%	19	17%	18	15%	16	13%
	University Officials and Executive..	49	51	39	6	12%	5	10%	3	8%	5	10%	5	10%	8	21%
	Total	159	168	160	10	6%	9	5%	12	8%	24	15%	23	14%	24	15%
Managerial	Academic Services	163	162	170	10	6%	8	5%	12	7%	34	21%	39	24%	41	24%
	Administration	45	41	39	1	2%	2	5%	2	5%	12	27%	11	27%	12	31%
	Communications	66	68	66	3	5%	3	4%	3	5%	6	9%	7	10%	11	17%
	Design/Construction and Enginee..	20	19	20	0		0		0		1	5%	2	11%	5	25%
	Development	39	40	49	0		2	5%	2	4%	4	10%	3	8%	5	10%
	Healthcare/Clinical	65	74	72	5	8%	8	11%	7	10%	10	15%	14	19%	15	21%
	Human Resources	45	47	51	0		0		0		15	33%	18	38%	17	33%
	Information Technology	125	136	139	11	9%	17	13%	21	15%	10	8%	13	10%	13	9%
	Library	14	13	11	0		0		0		2	14%	2	15%	3	27%
	Operations and Finance	498	528	542	25	5%	33	6%	42	8%	91	18%	104	20%	104	19%
Professional	Research (Clinical and Non-Clinical)	291	297	306	44	15%	47	16%	50	16%	46	16%	54	18%	47	15%
	Total	1,371	1,425	1,465	99	7%	120	8%	139	9%	231	17%	267	19%	273	19%
	Academic Services	549	566	608	27	5%	31	5%	35	6%	119	22%	129	23%	168	28%
	Administration	147	162	200	9	6%	8	5%	10	5%	45	31%	60	37%	66	33%
	Communications	277	298	308	14	5%	16	5%	14	5%	27	10%	41	14%	49	16%
	Design/Construction and Enginee..	68	75	71	6	9%	8	11%	8	11%	4	6%	5	7%	8	11%
	Development	182	178	163	9	5%	9	5%	8	5%	22	12%	20	11%	16	10%
	Healthcare/Clinical	1,191	1,234	1,222	121	10%	154	12%	150	12%	195	16%	210	17%	222	18%
	Human Resources	129	146	138	7	5%	8	5%	6	4%	40	31%	54	37%	56	41%
	Information Technology	533	558	593	107	20%	103	18%	114	19%	71	13%	78	14%	85	14%
Tech/Para- Professional	Library	79	72	72	6	8%	5	7%	5	7%	6	8%	4	6%	6	8%
	Operations and Finance	708	720	682	66	9%	67	9%	77	11%	231	33%	232	32%	235	34%
	Research (Clinical and Non-Clinical)	1,362	1,377	1,503	299	22%	324	24%	358	24%	247	18%	268	19%	314	21%
	Total	5,225	5,386	5,560	671	13%	733	14%	785	14%	1,007	19%	1,101	20%	1,225	22%
	Healthcare/Clinical	294	287	276	8	3%	9	3%	15	5%	115	39%	124	43%	129	47%
	Other	490	525	492	20	4%	16	3%	18	4%	188	38%	212	40%	196	40%
	Research (Clinical and Non-Clinical)	1,042	1,076	1,113	197	19%	221	21%	237	21%	335	32%	375	35%	408	37%
	Total	1,826	1,888	1,881	225	12%	246	13%	270	14%	638	35%	711	38%	733	39%
	Administration	1,668	1,577	1,367	40	2%	40	3%	42	3%	753	45%	766	49%	715	52%
	Operations and Finance	521	493	440	20	4%	15	3%	12	3%	241	46%	248	50%	218	50%
Administrative Support	Other	689	618	517	39	6%	31	5%	32	6%	265	38%	257	42%	218	42%
	Total	2,878	2,688	2,324	99	3%	86	3%	86	4%	1,259	44%	1,271	47%	1,151	50%
	Service, Bargaining Unit	431	443	417	31	7%	28	6%	25	6%	356	83%	368	83%	347	83%
Service	Service, Other	90	79	69	2	2%	1	1%	1	1%	51	57%	47	59%	48	70%
	Total	521	522	486	33	6%	29	6%	26	5%	407	78%	415	80%	395	81%
	Skilled Crafts, Bargaining Unit	103	103	74	9	9%	10	10%	4	5%	29	28%	34	33%	25	34%
Skilled Crafts	Skilled Crafts, Other	25	27	22	1	4%	1	4%	0		6	24%	9	33%	6	27%
	Total	128	130	96	10	8%	11	8%	4	4%	35	27%	43	33%	31	32%
	Grand Total	12,108	12,207	11,972	1,147	9%	1,234	10%	1,322	11%	3,601	30%	3,831	31%	3,832	32%



V. Staff Diversity 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.

Representation by gender and race/ethnicity, as compared to the university as a whole, is shown below. Note that there was a 15% reduction in ACC staff between 2017 and 2021, which resulted in some shifts in representation.

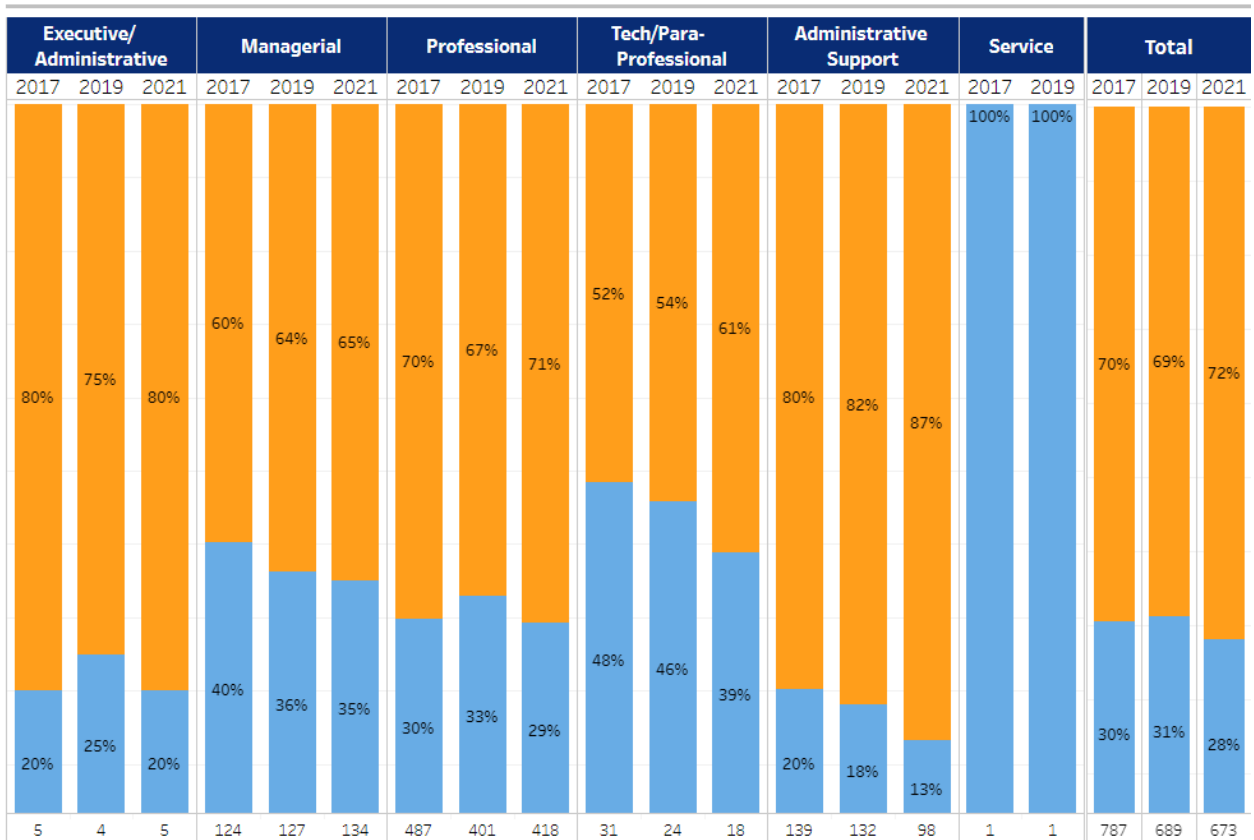
Academic Centers	All Staff	Female		Asian		BLK, HISP, NHPI, or AIAN*	
		(N)	(%)	(N)	(%)	(N)	(%)
Divisional Totals: 2017	787	547	70%	61	8%	180	23%
Divisional Totals: 2019	689	474	69%	58	8%	169	25%
Divisional Totals: 2021	673	483	72%	64	10%	185	27%
University Totals: 2021	11,972	8,526	71%	1,322	11%	3,832	32%

Legend: BLK – Black or African American / NHPI – Native Hawaiian Pacific Islander / HISP – Hispanic / AIAN – American Indian Alaska Native



Staff Composition by Gender, Academic Centers

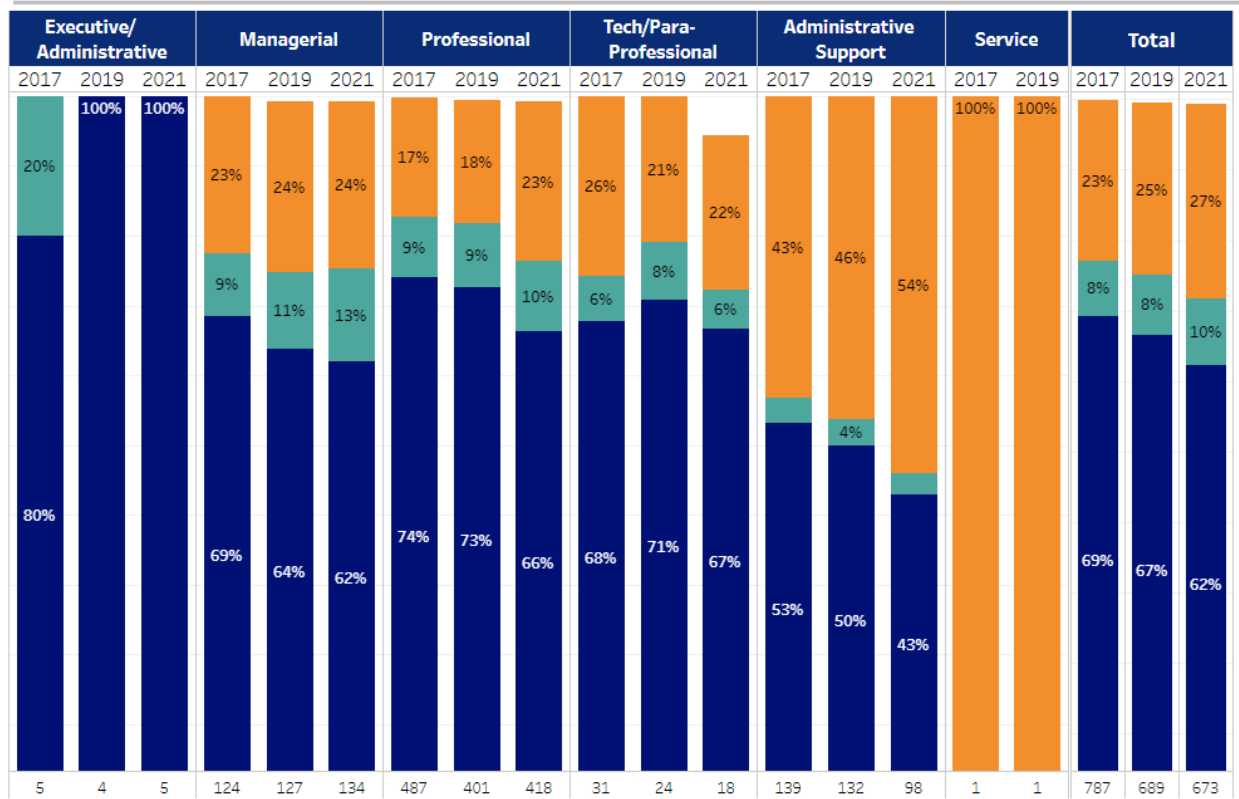
Female
Male





Staff Composition by Ethnicity and Race, Academic Centers

■ BLK+HISP+NHPI+AIAN
■ Asian
■ White





Bloomberg School of Public Health

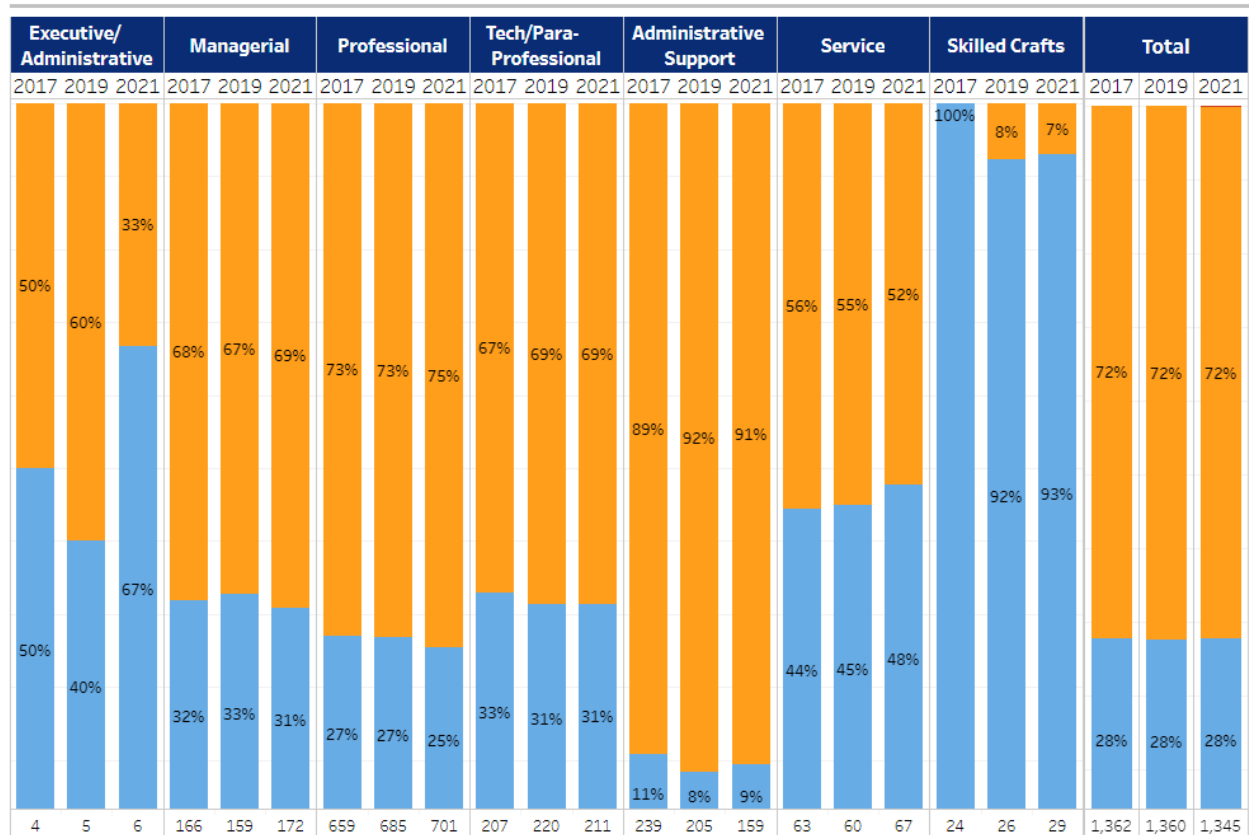
Representation by gender and race/ethnicity, as compared to the university as a whole, is shown below.

Bloomberg School of Public Health	All Staff	Female		Asian		BLK, HISP, NHPI, or AIAN*	
		(N)	(%)	(N)	(%)	(N)	(%)
Divisional Totals: 2017	1,362	983	72%	155	11%	465	34%
Divisional Totals: 2019	1,360	985	72%	162	12%	466	34%
Divisional Totals: 2021	1,345	970	72%	201	15%	448	33%
University Totals: 2021	11,972	8,526	71%	1,322	11%	3,832	32%

Legend: BLK – Black or African American / NHPI – Native Hawaiian Pacific Islander / HISP – Hispanic / AIAN – American Indian Alaska Native

Staff Composition by Gender, Bloomberg School of Public Health

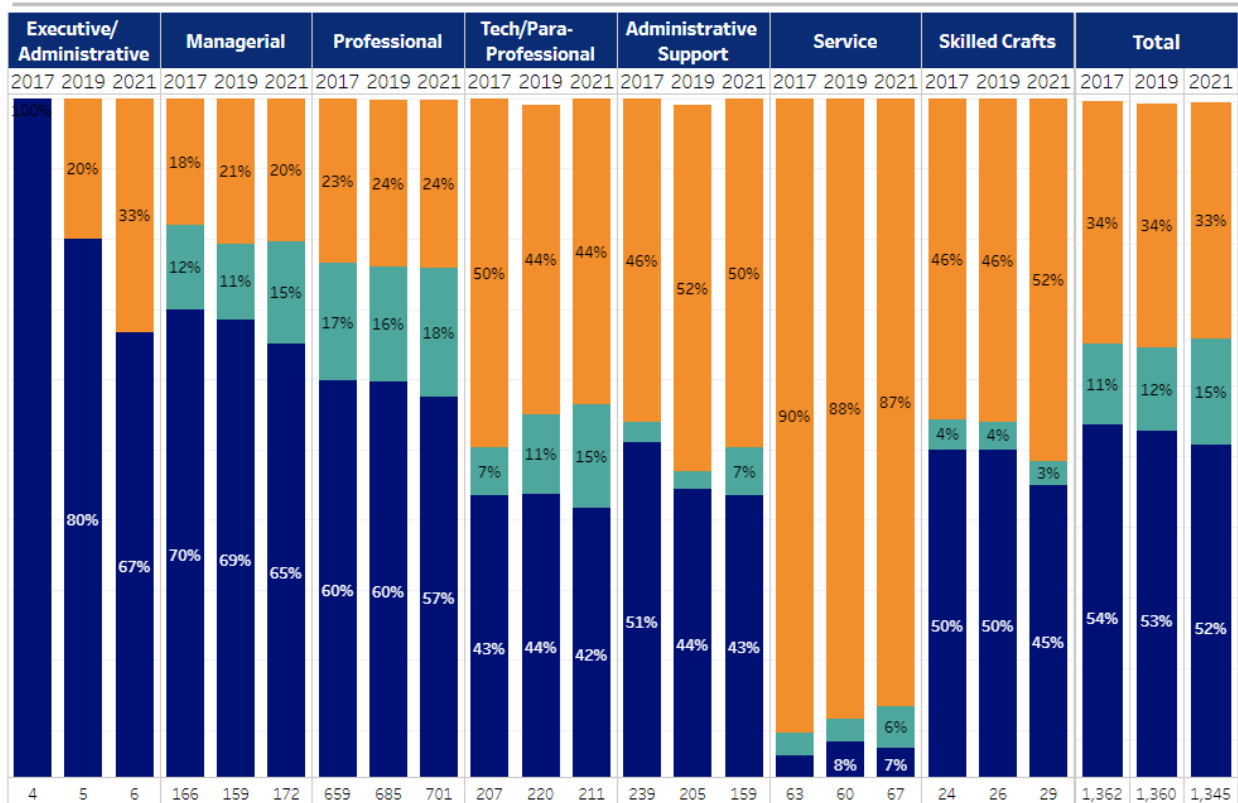
■ Female
■ Male
■ Unknown





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

■ BLK+HISP+NHPI+AIAN
■ Asian
■ White





Carey Business School

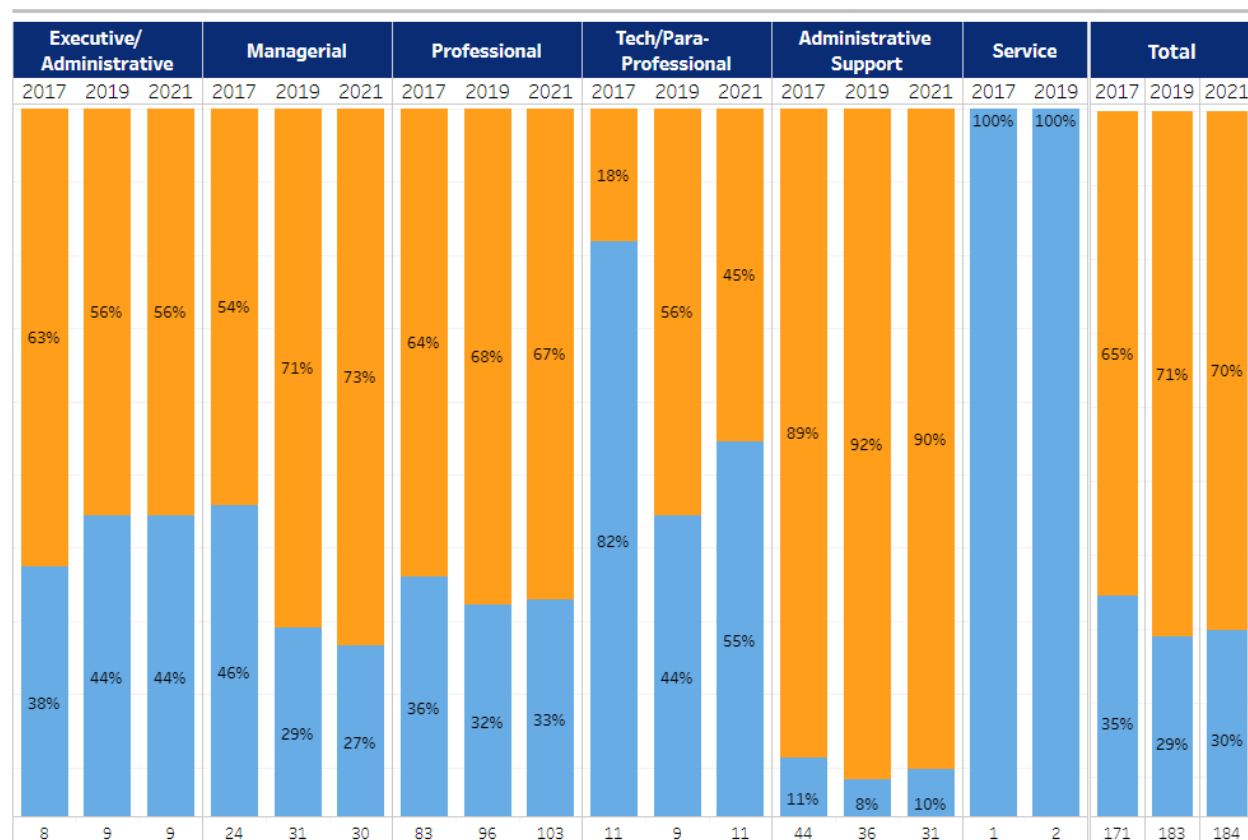
Representation by gender and race/ethnicity, as compared to the university as a whole, is shown below.

Carey Business School	All Staff	Female		Asian		BLK, HISP, NHPI, or AIAN*	
		(N)	(%)	(N)	(%)	(N)	(%)
Divisional Totals: 2017	171	112	65%	12	7%	39	23%
Divisional Totals: 2019	183	130	71%	10	5%	43	23%
Divisional Totals: 2021	184	129	70%	11	6%	59	32%
University Totals: 2021	11,972	8,526	71%	1,322	11%	3,832	32%

Legend: BLK – Black or African American / NHPI – Native Hawaiian Pacific Islander / HISP – Hispanic / AIAN – American Indian Alaska Native

Staff Composition by Gender, Carey Business School

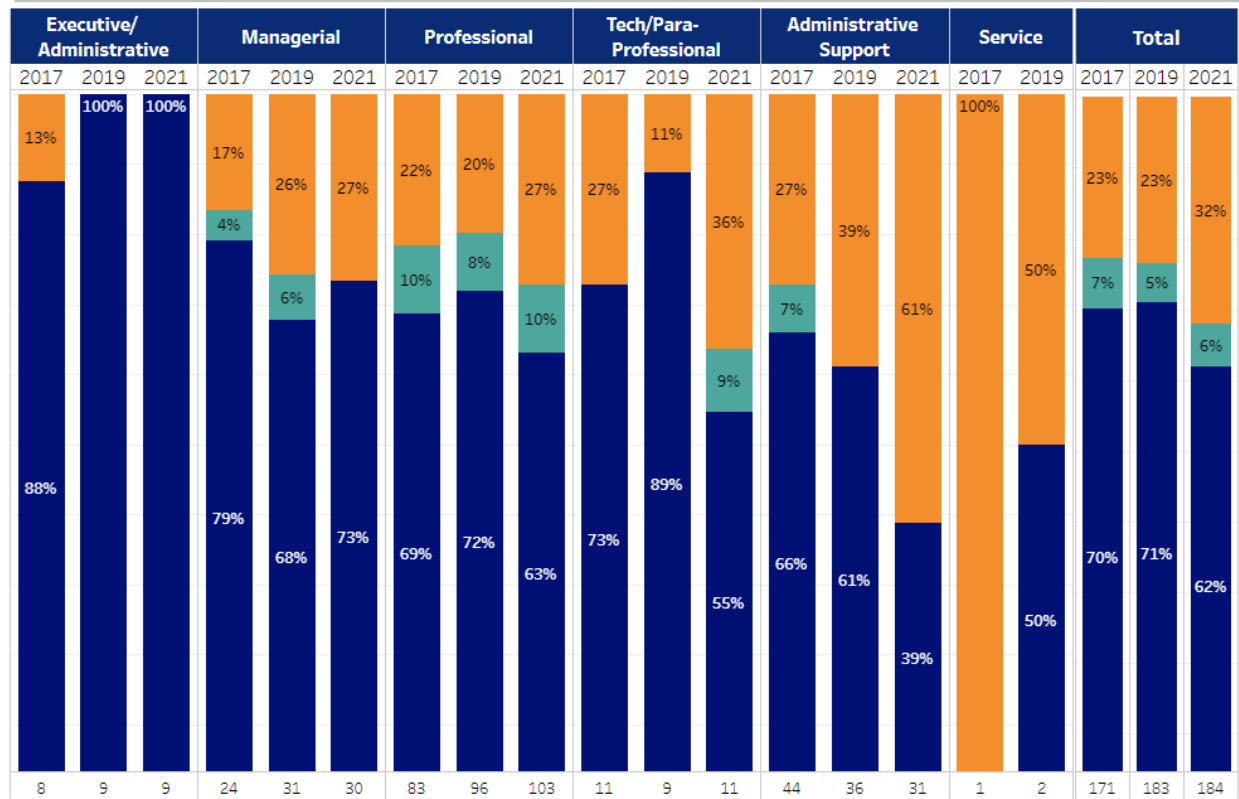
Female
Male





Staff Composition by Ethnicity and Race, Carey Business School

■ BLK+HISP+NHPI+AIAN
■ Asian
■ White





Krieger School of Arts and Sciences

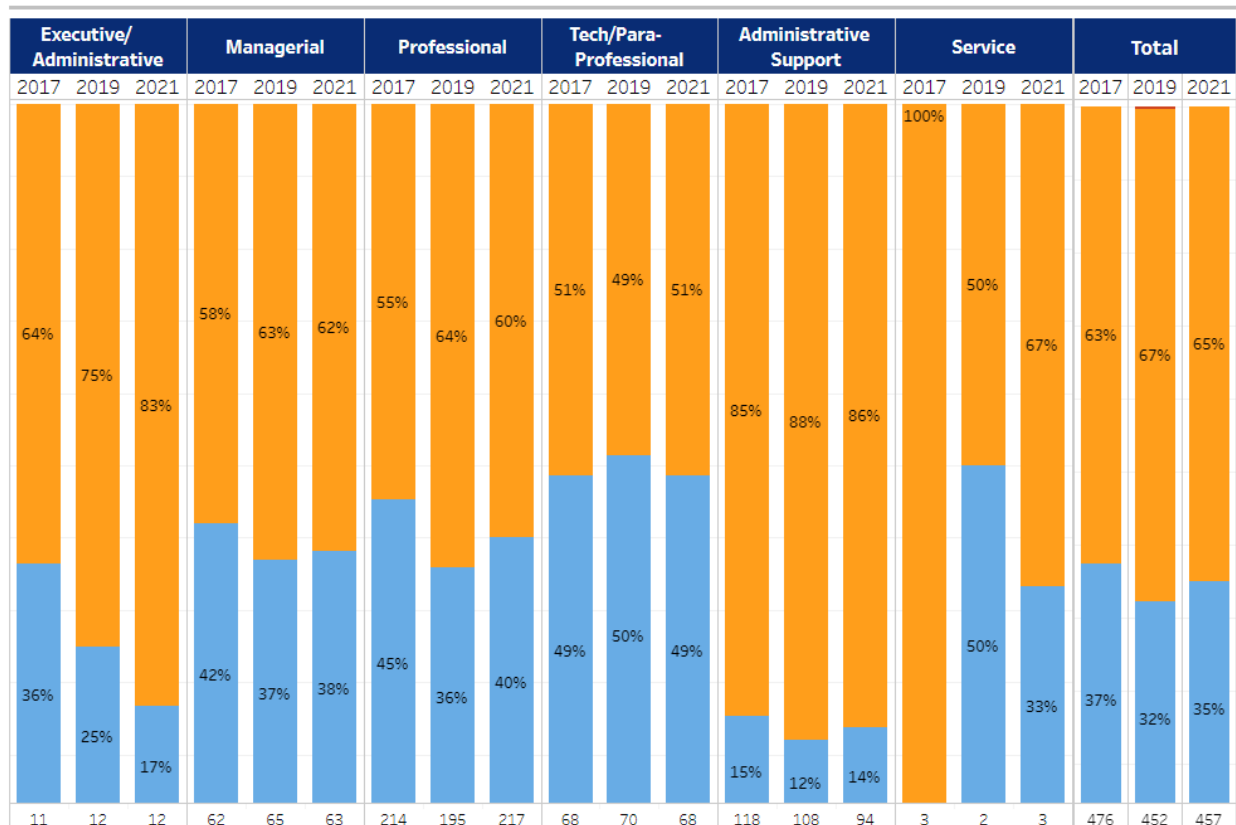
Representation by gender and race/ethnicity, as compared to the university as a whole, is shown below.

Krieger School of Arts and Sciences	All Staff	Female		Asian		BLK, HISP, NHPI, or AIAN	
		(N)	(%)	(N)	(%)	(N)	(%)
Divisional Totals: 2017	476	298	63%	50	11%	91	19%
Divisional Totals: 2019	452	305	67%	40	9%	102	23%
Divisional Totals: 2021	457	297	65%	32	7%	117	26%
University Totals: 2021	11,972	8,526	71%	1,322	11%	3,832	32%

Legend: BLK – Black or African American / NHPI – Native Hawaiian Pacific Islander / HISP – Hispanic / AIAN – American Indian Alaska Native

Staff Composition by Gender, Krieger School of Arts and Sciences

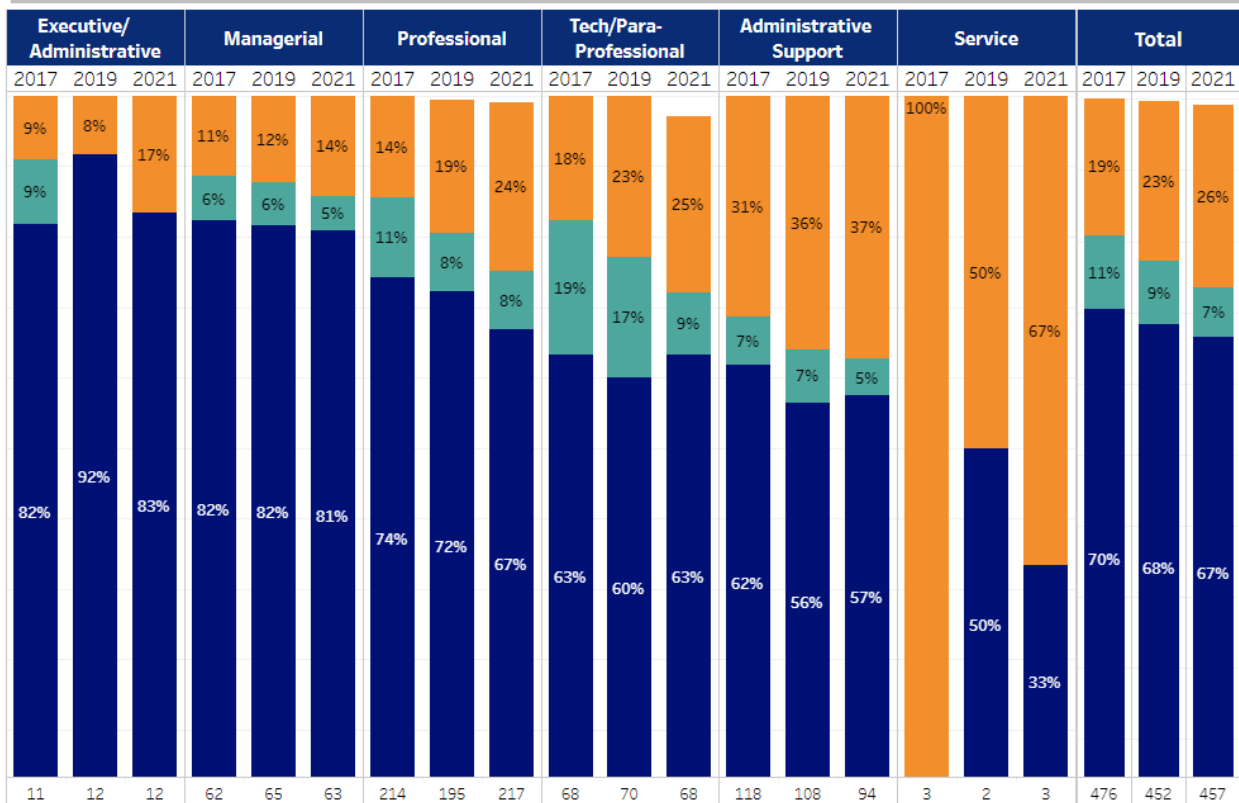
■ Female
■ Male
■ Unknown





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

■ BLK+HISP+NHPI+AIAN
■ Asian
■ White





Peabody Institute

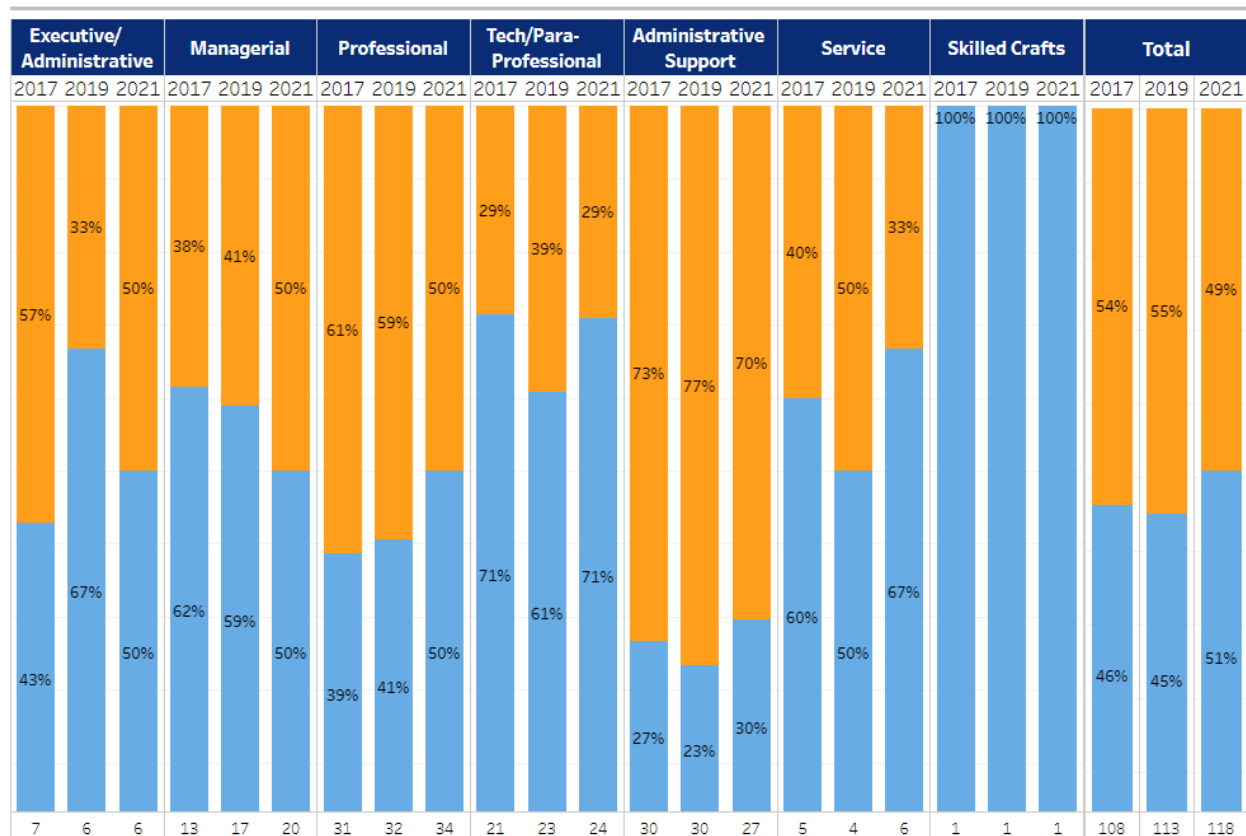
Representation by gender and race/ethnicity, as compared to the university as a whole, is shown below.

Peabody Institute	All Staff	Female		Asian		BLK, HISP, NHPI, or AIAN*	
		(N)	(%)	(N)	(%)	(N)	(%)
Divisional Totals: 2017	108	58	54%	4	4%	25	23%
Divisional Totals: 2019	113	62	55%	4	4%	28	25%
Divisional Totals: 2021	118	58	49%	4	3%	34	29%
University Totals: 2021	11,972	8,526	71%	1,322	11%	3,832	32%

Legend: BLK – Black or African American / NHPI – Native Hawaiian Pacific Islander / HISP – Hispanic / AIAN – American Indian Alaska Native

Staff Composition by Gender, Peabody

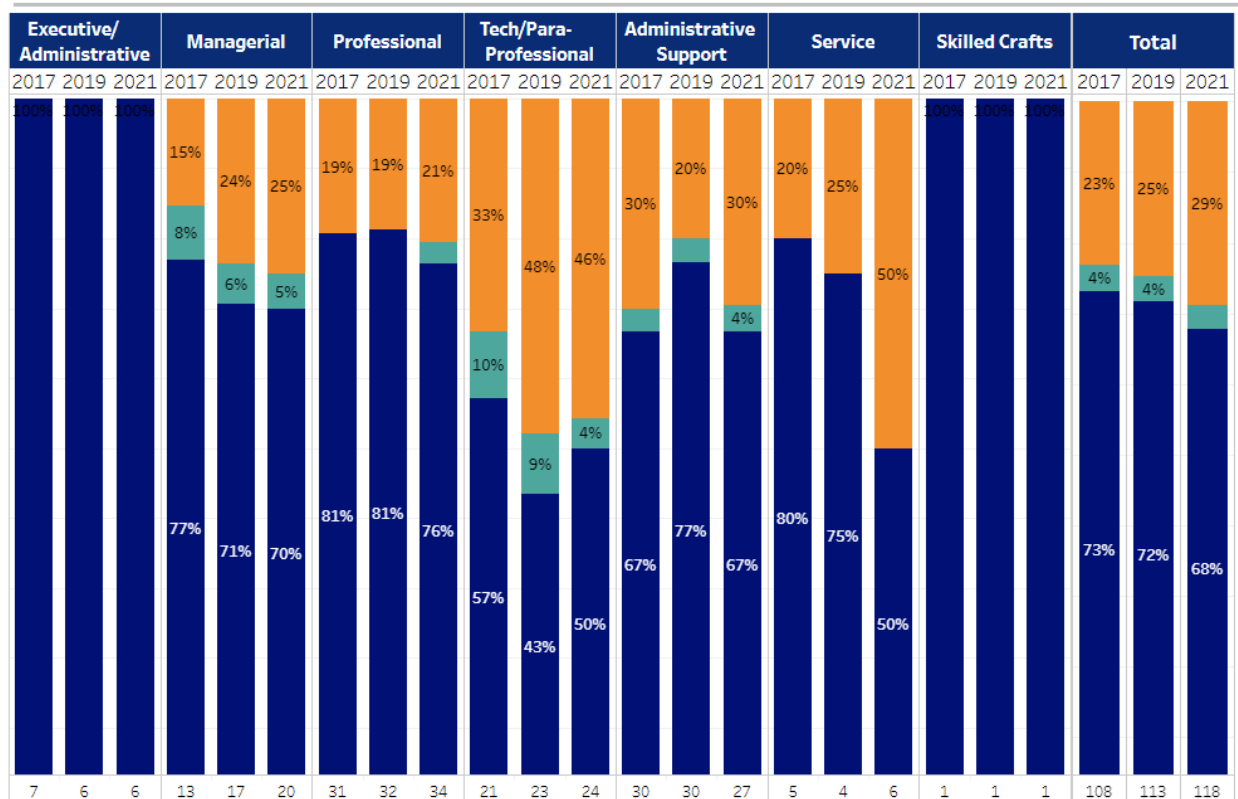
Female
Male





Staff Composition by Ethnicity and Race, Peabody

■ BLK+HISP+NHPI+AIAN
■ Asian
■ White





School of Advanced International Studies (SAIS)

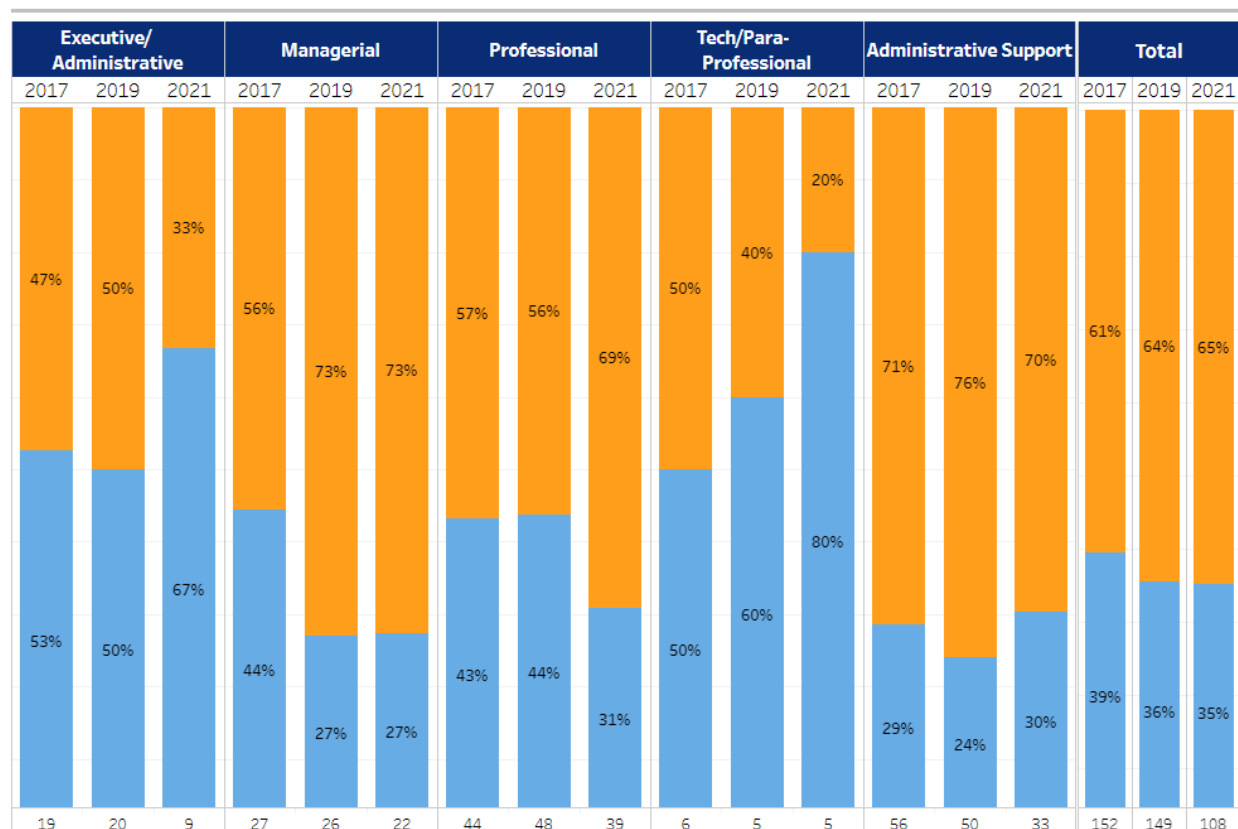
Representation by gender and race/ethnicity, as compared to the university as a whole, is shown below. Notice that there was a 28% decrease in staff between 2019 and 2021, resulting in shifts in representation.

School of Advanced International Studies	All Staff	Female		Asian		BLK, HISP, NHPI, or AIAN*	
		(N)	(%)	(N)	(%)	(N)	(%)
Divisional Totals: 2017	152	92	61%	20	13%	45	30%
Divisional Totals: 2019	149	96	64%	18	12%	48	32%
Divisional Totals: 2021	108	70	65%	12	11%	31	29%
University Totals: 2021	11,972	8,526	71%	1,322	11%	3,832	32%

Legend: BLK – Black or African American / NHPI – Native Hawaiian Pacific Islander / HISP – Hispanic / AIAN – American Indian Alaska Native

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

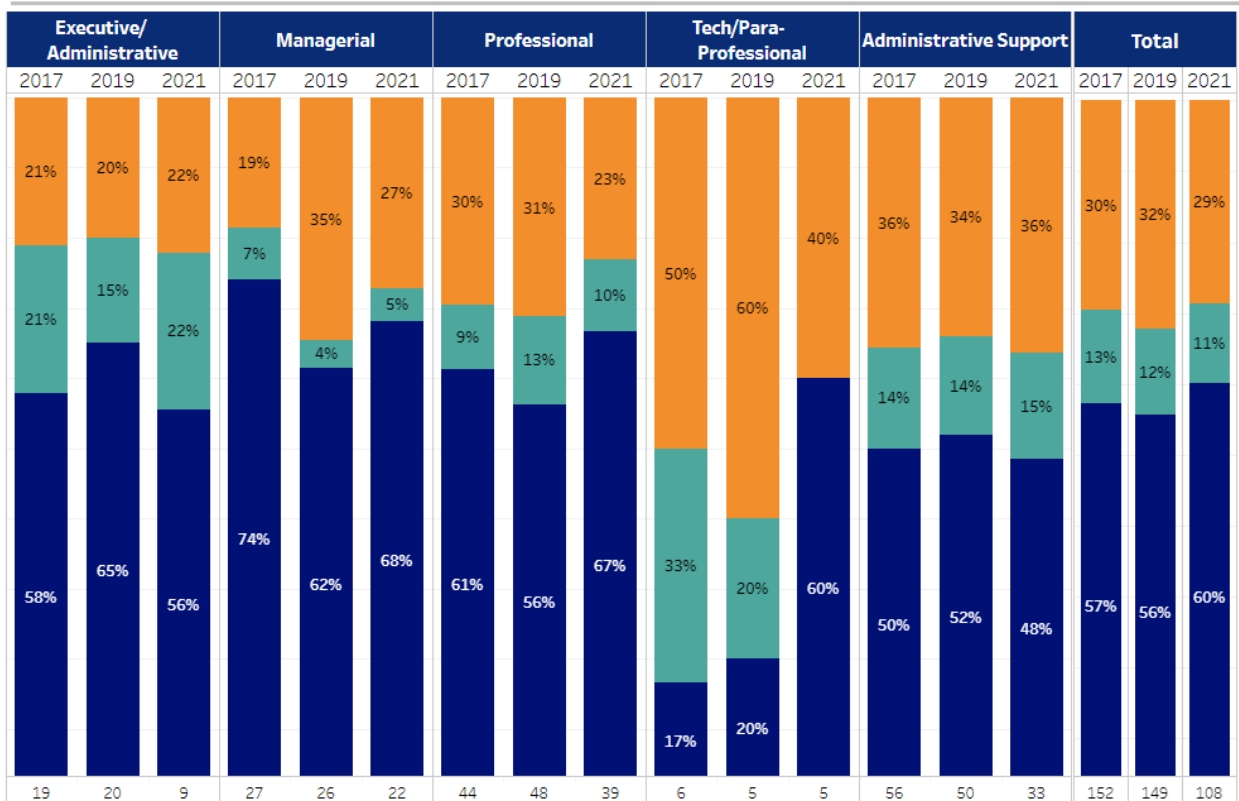
Female
Male





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

■ BLK+HISP+NHPI+AIAN
■ Asian
■ White





School of Education

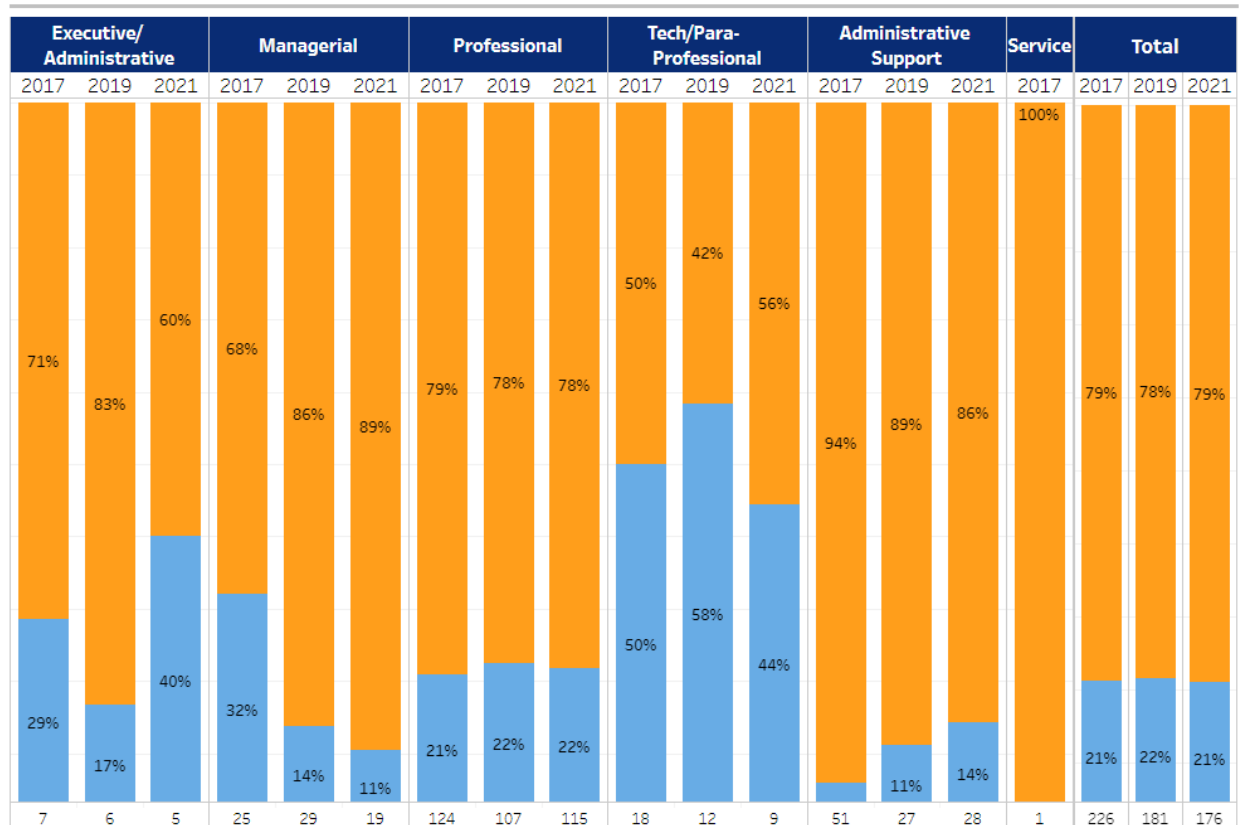
Representation by gender and race/ethnicity, as compared to the university as a whole, is shown below. Notice that there was a 22% decrease in staff between 2017 and 2021, resulting in shifts in representation.

School of Education	All Staff	Female		Asian		BLK, HISP, NHPI, or AIAN	
		(N)	(%)	(N)	(%)	(N)	(%)
Divisional Totals: 2017	226	178	79%	13	6%	64	28%
Divisional Totals: 2019	181	142	78%	12	7%	40	22%
Divisional Totals: 2021	176	139	79%	13	7%	39	22%
University Totals: 2021	11,972	8,526	71%	1,322	11%	3,832	32%

Legend: BLK – Black or African American / NHPI – Native Hawaiian Pacific Islander / HISP – Hispanic / AIAN – American Indian Alaska Native

Staff Composition by Gender, School of Education

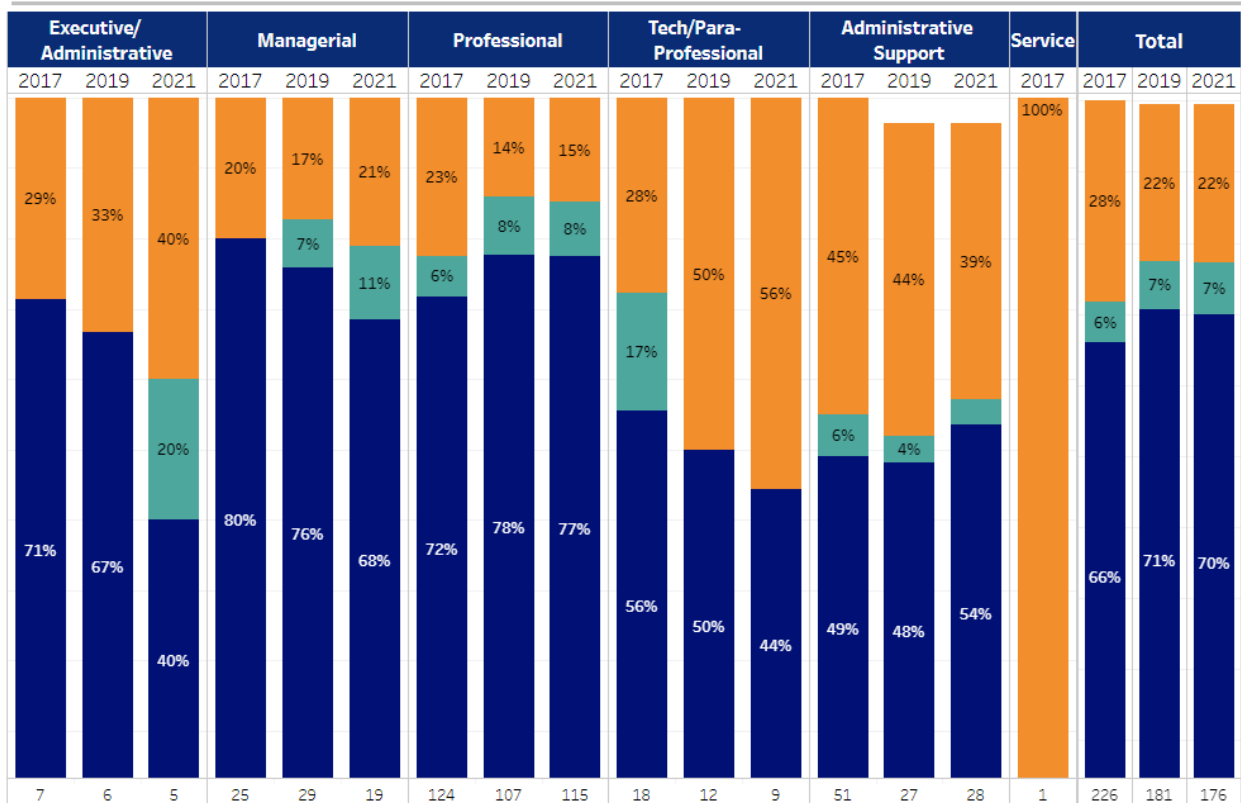
Female
Male





Staff Composition by Ethnicity and Race, School of Education

■ BLK+HISP+NHPI+AIAN
■ Asian
■ White





School of Medicine

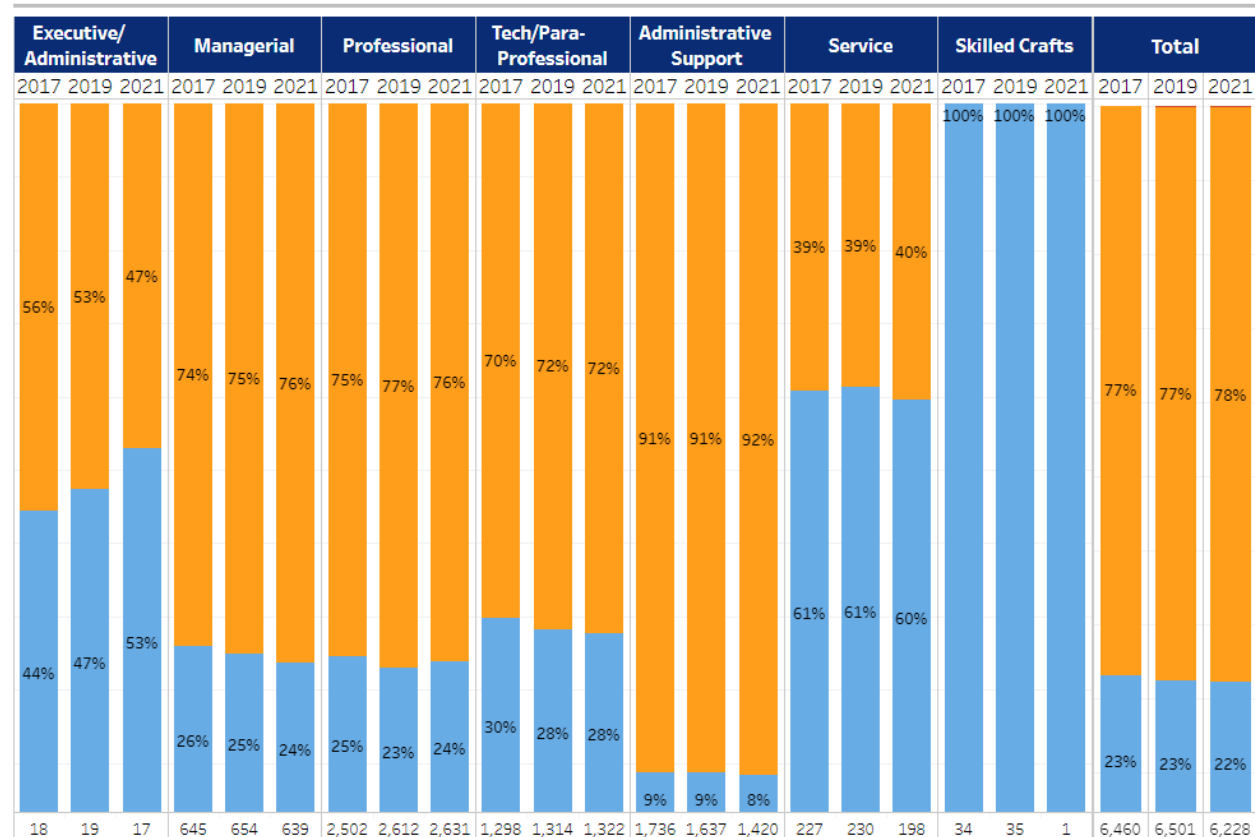
Representation by gender and race/ethnicity, as compared to the university as a whole, is shown below.

School of Medicine	All Staff	Female		Asian		BLK, HISP, NHPI, or AIAN	
		(N)	(%)	(N)	(%)	(N)	(%)
Divisional Totals: 2017	6,460	4,960	77%	697	11%	1,976	31%
Divisional Totals: 2019	6,501	5,036	77%	760	12%	2,090	32%
Divisional Totals: 2021	6,228	4,835	78%	789	13%	2,034	33%
University Totals: 2021	11,972	8,526	71%	1,322	11%	3,832	32%

Legend: BLK – Black or African American / NHPI – Native Hawaiian Pacific Islander / HISP – Hispanic / AIAN – American Indian Alaska Native

Staff Composition by Gender, School of Medicine

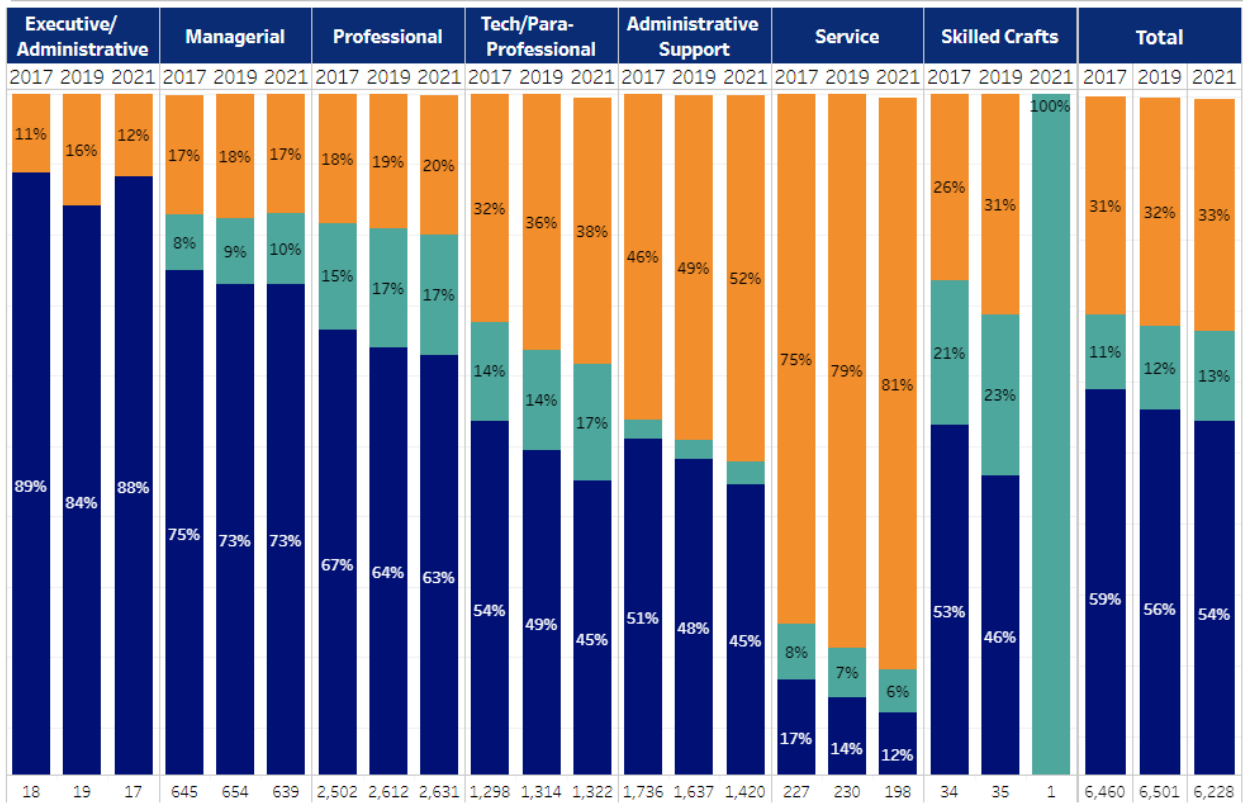
■ Female
■ Male
■ Unknown





Staff Composition by Ethnicity and Race, School of Medicine

■ BLK+HISP+NHPI+AIAN
■ Asian
■ White





School of Nursing

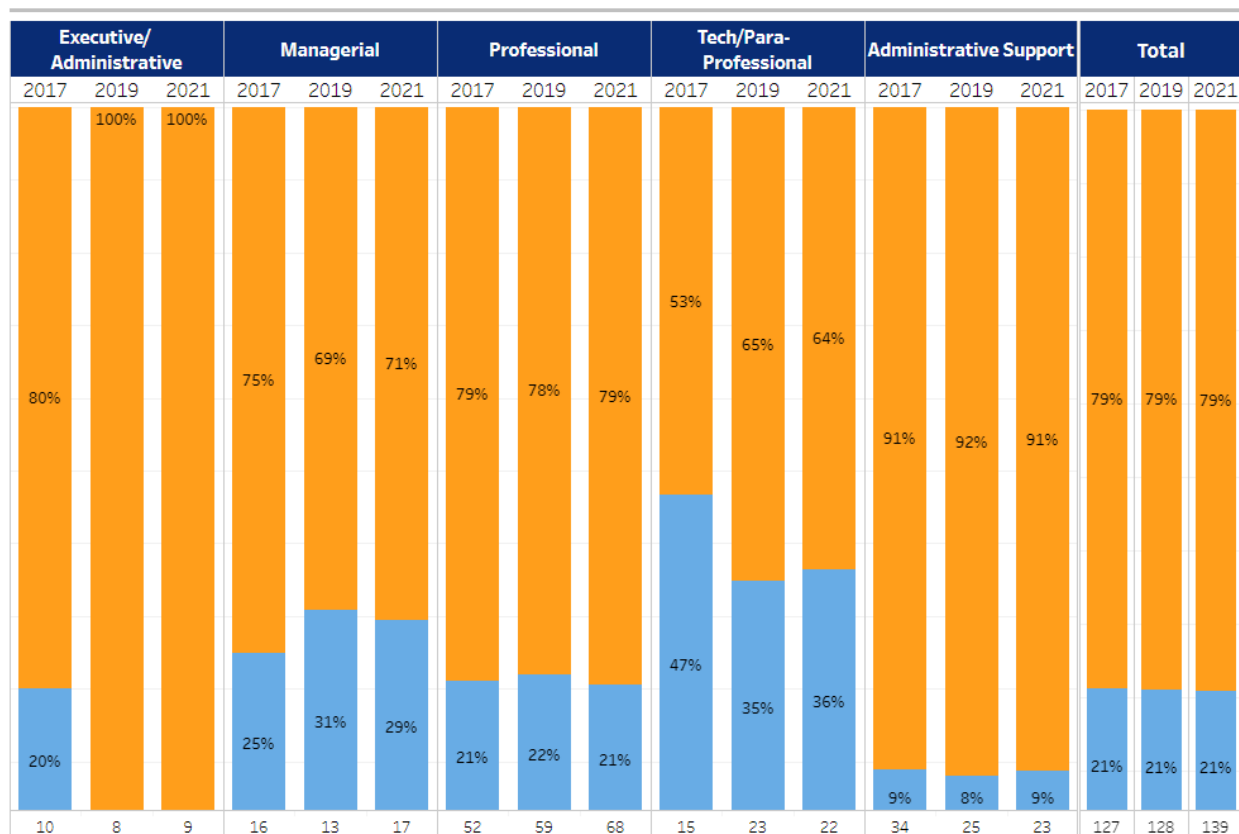
Representation by gender and race/ethnicity, as compared to the university as a whole, is shown below.

School of Nursing	All Staff	Female		Asian		BLK, HISP, NHPI, or AIAN*	
		(N)	(%)	(N)	(%)	(N)	(%)
Divisional Totals: 2017	127	100	79%	7	6%	41	32%
Divisional Totals: 2019	128	101	79%	12	9%	46	36%
Divisional Totals: 2021	139	110	79%	14	10%	51	37%
University Totals: 2021	11,972	8,526	71%	1,322	11%	3,832	32%

Legend: BLK – Black or African American / NHPI – Native Hawaiian Pacific Islander / HISP – Hispanic / AIAN – American Indian Alaska Native

Staff Composition by Gender, School of Nursing

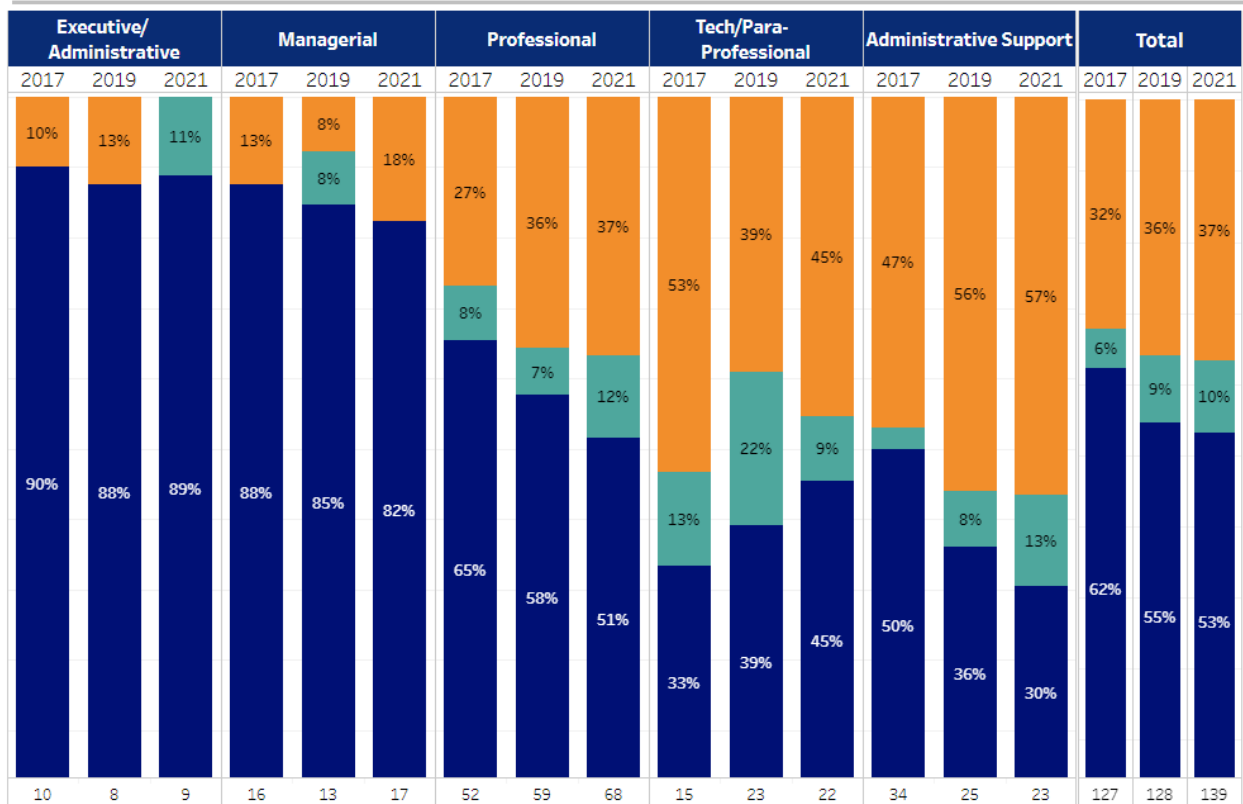
Female
Male





Staff Composition by Ethnicity and Race, School of Nursing

■ BLK+HISP+NHPI+AIAN
■ Asian
■ White





Sheridan Libraries and University Museums

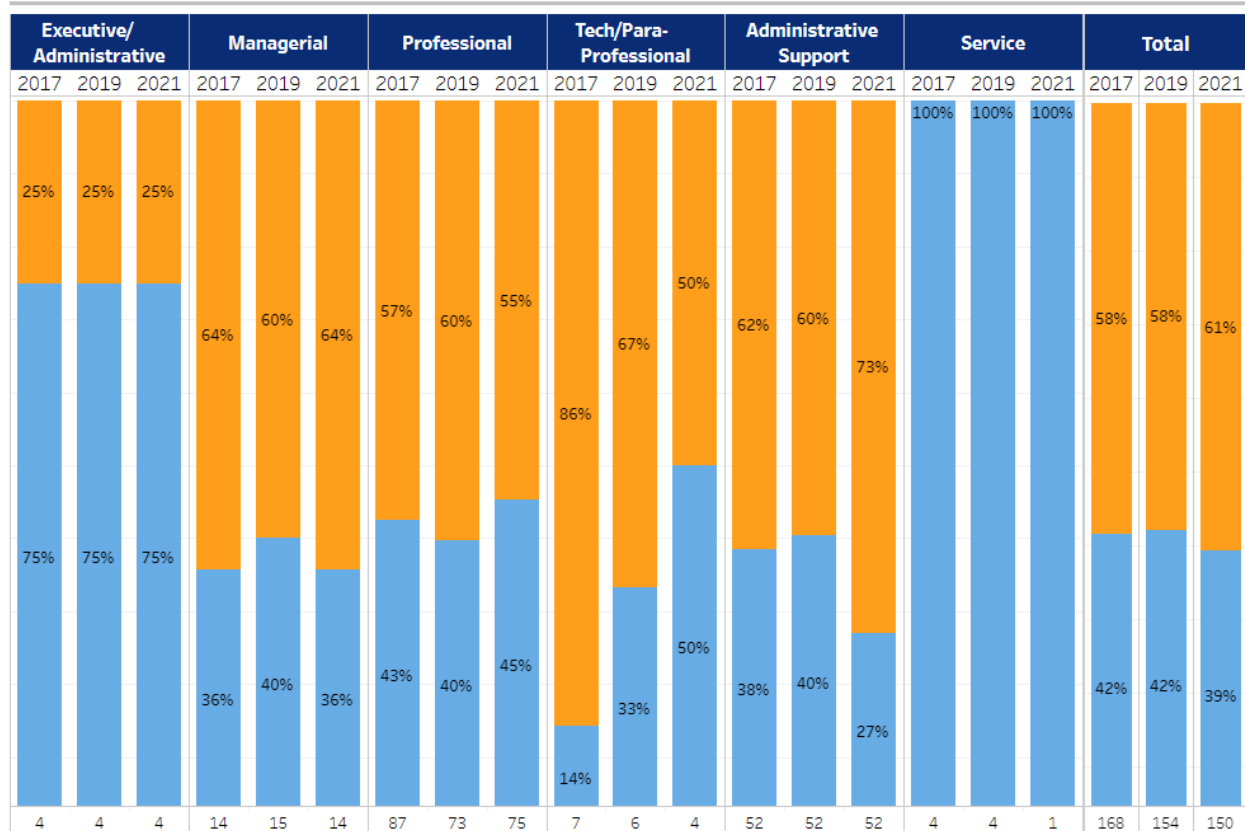
Representation by gender and race/ethnicity, as compared to the university as a whole, is shown below.

Sheridan Libraries and Museums	All Staff	Female		Asian		BLK, HISP, NHPI, or AIAN*	
		(N)	(%)	(N)	(%)	(N)	(%)
Divisional Totals: 2017	168	98	58%	11	7%	25	15%
Divisional Totals: 2019	154	89	58%	8	5%	20	13%
Divisional Totals: 2021	150	91	61%	10	7%	23	15%
University Totals: 2021	11,972	8,526	71%	1,322	11%	3,832	32%

Legend: BLK – Black or African American / NHPI – Native Hawaiian Pacific Islander / HISP – Hispanic / AIAN – American Indian Alaska Native

Staff Composition by Gender, Sheridan Libraries and University Museums

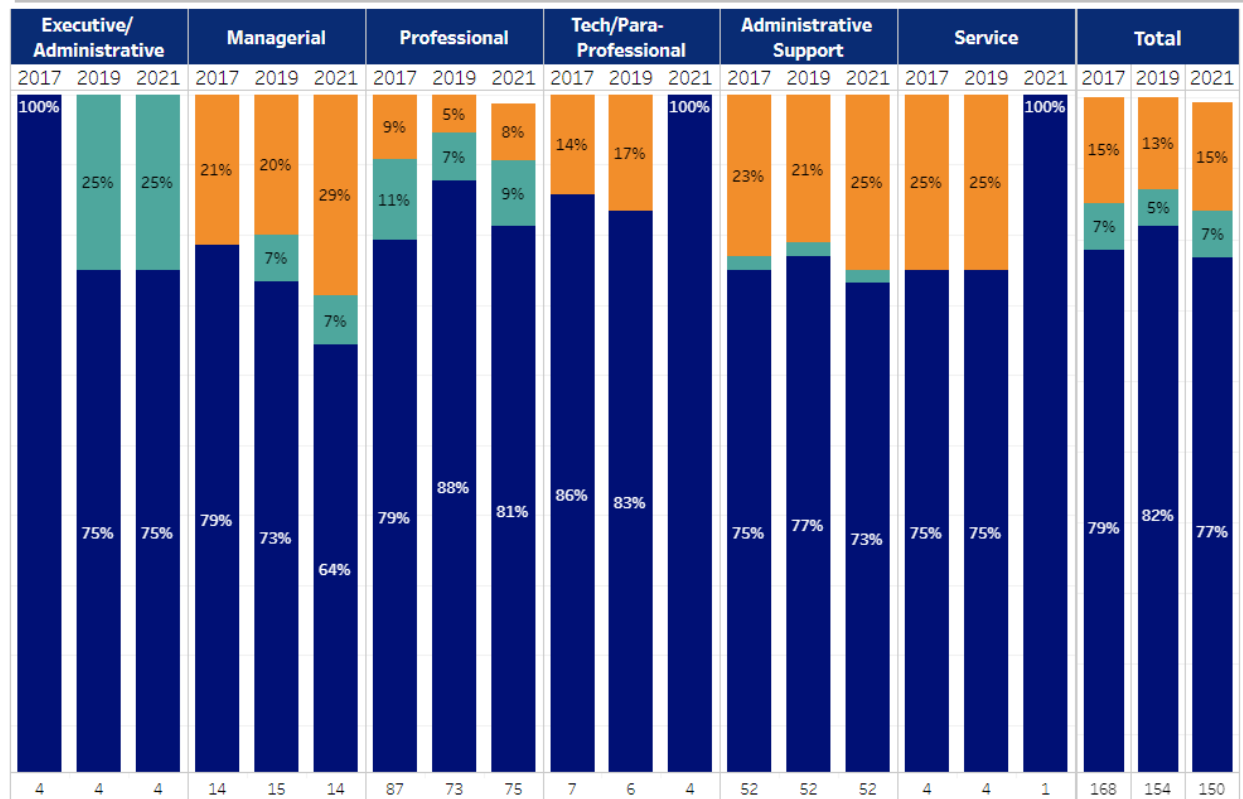
Female
Male





Staff Composition by Ethnicity and Race, Sheridan Libraries and University Museums

■ BLK+HISP+NHPI+AIAN
■ Asian
■ White





University Administration

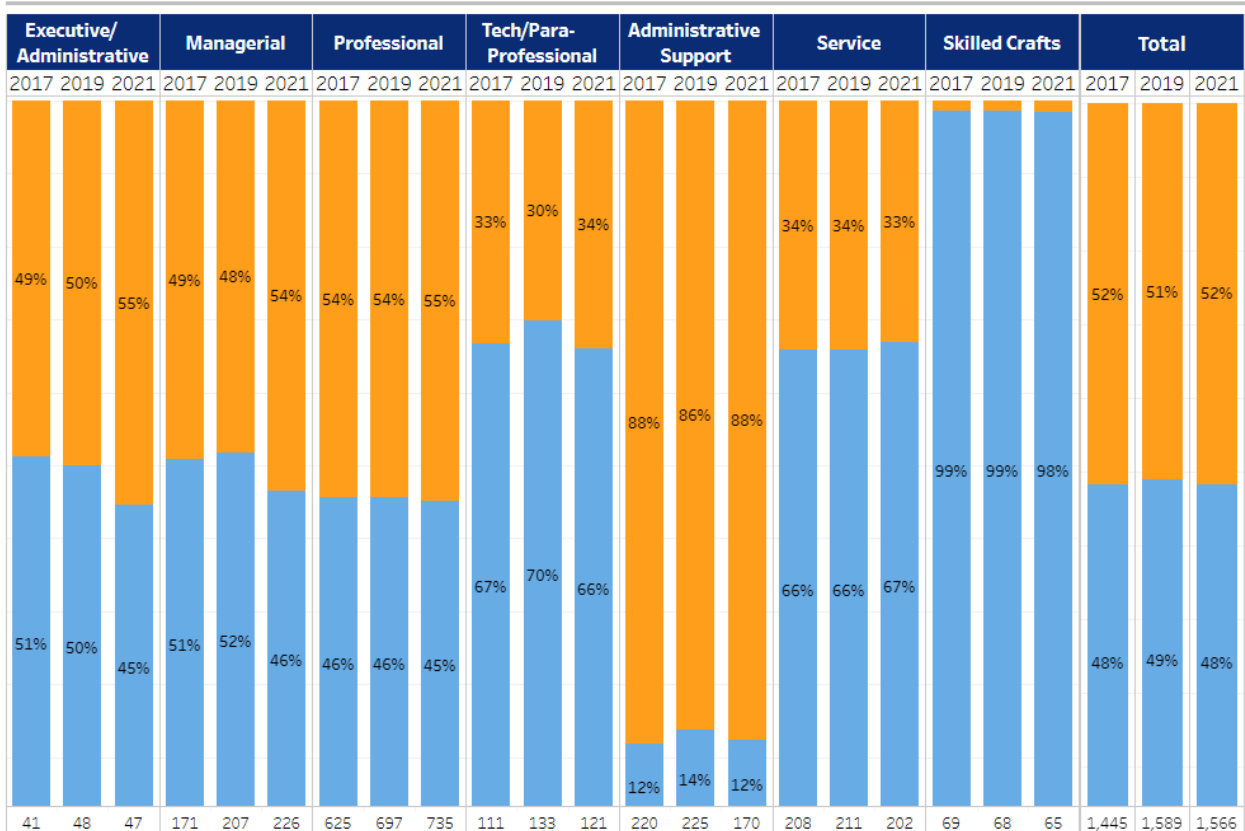
Representation by gender and race/ethnicity, as compared to the university as a whole, is shown below.

University Administration	All Staff	Female		Asian		BLK, HISP, NHPI, or AIAN*	
		(N)	(%)	(N)	(%)	(N)	(%)
Divisional Totals: 2017	1,445	747	52%	99	7%	491	34%
Divisional Totals: 2019	1,589	810	51%	106	7%	575	36%
Divisional Totals: 2021	1,566	808	52%	116	7%	564	36%
University Totals: 2021	11,972	8,526	71%	1,322	11%	3,832	32%

Legend: BLK – Black or African American / NHPI – Native Hawaiian Pacific Islander / HISP – Hispanic / AIAN – American Indian Alaska Native

Staff Composition by Gender, University Administration

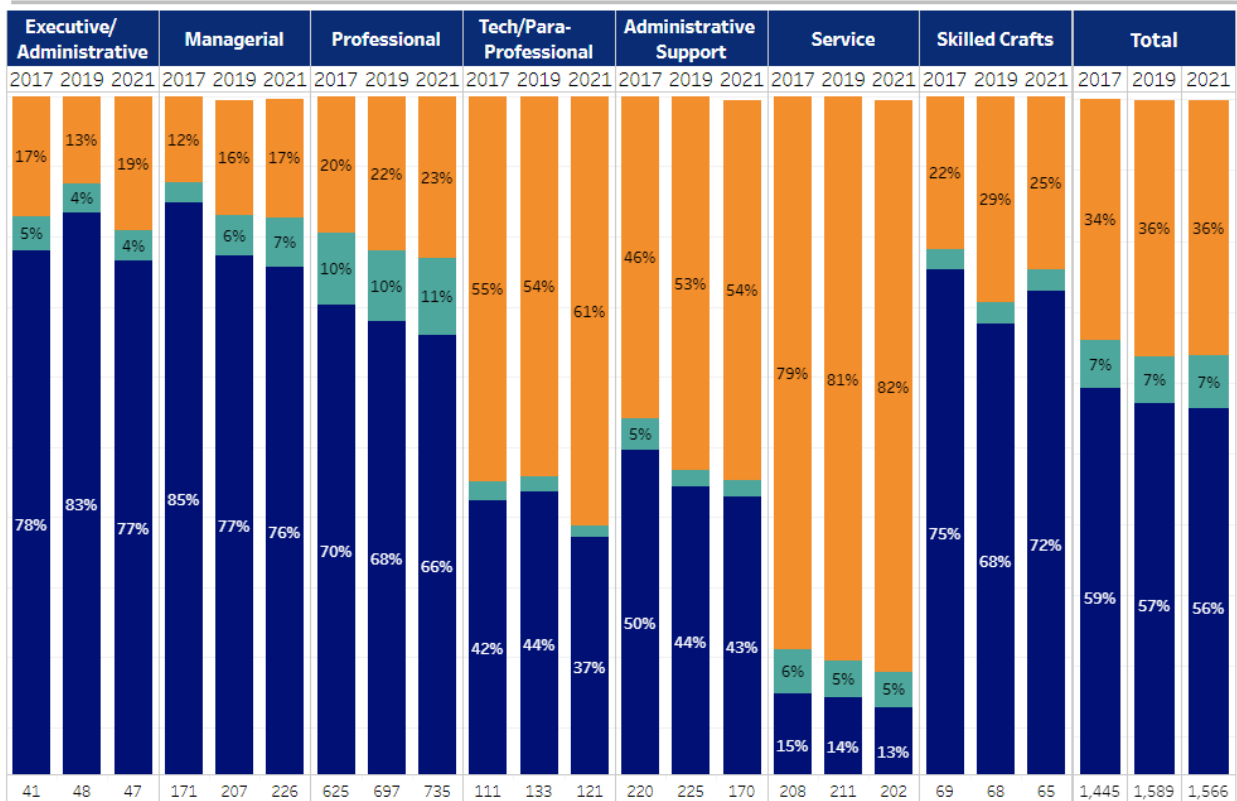
Female
Male





Staff Composition by Ethnicity and Race, University Administration

■ BLK+HISP+NHPI+AIAN
■ Asian
■ White





University Student Services

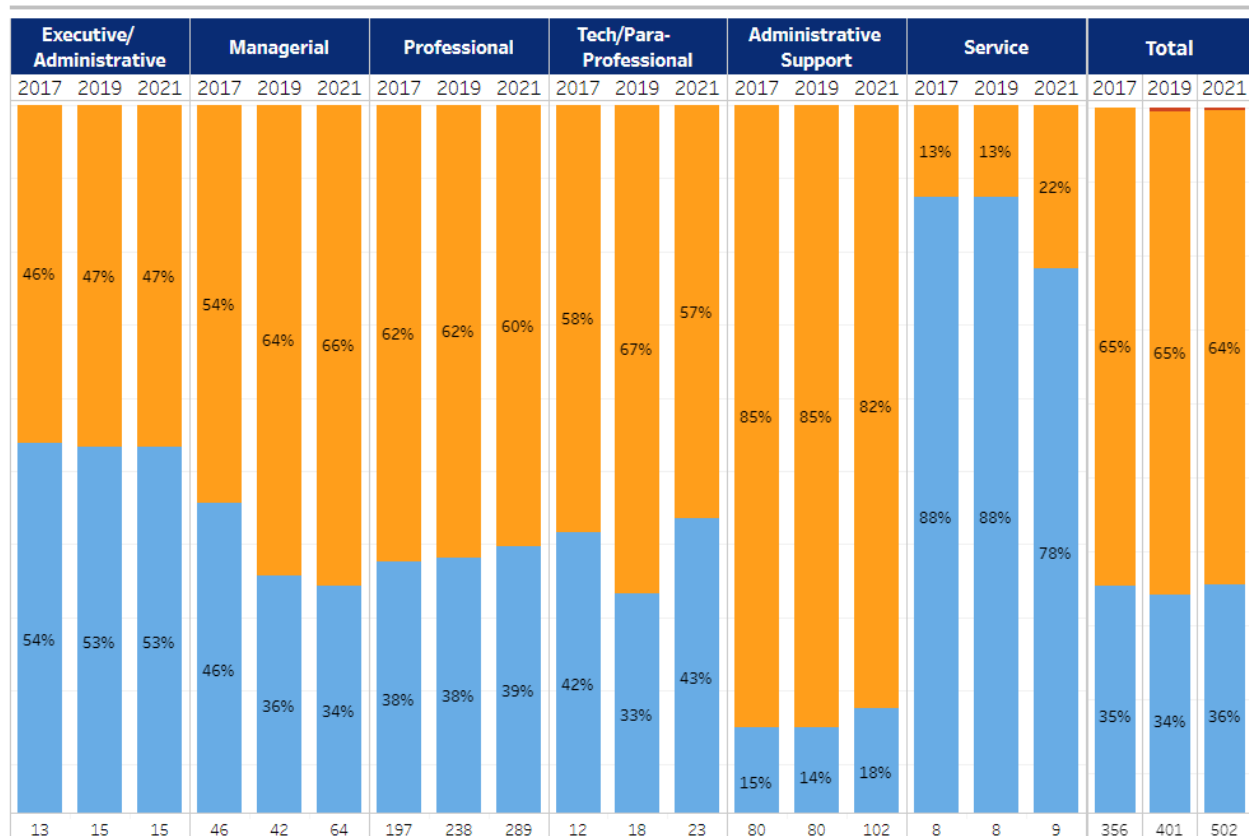
Representation by gender and race/ethnicity, as compared to the university as a whole, is shown below.

University Student Services	All Staff	Female		Asian		BLK, HISP, NHPI, or AIAN*	
		(N)	(%)	(N)	(%)	(N)	(%)
Divisional Totals: 2017	356	230	65%	20	6%	107	30%
Divisional Totals: 2019	401	262	65%	19	5%	137	34%
Divisional Totals: 2021	502	322	64%	29	6%	179	36%
University Totals: 2021	11,972	8,526	71%	1,322	11%	3,832	32%

Legend: BLK – Black or African American / NHPI – Native Hawaiian Pacific Islander / HISP – Hispanic / AIAN – American Indian Alaska Native

Staff Composition by Gender, University Student Services

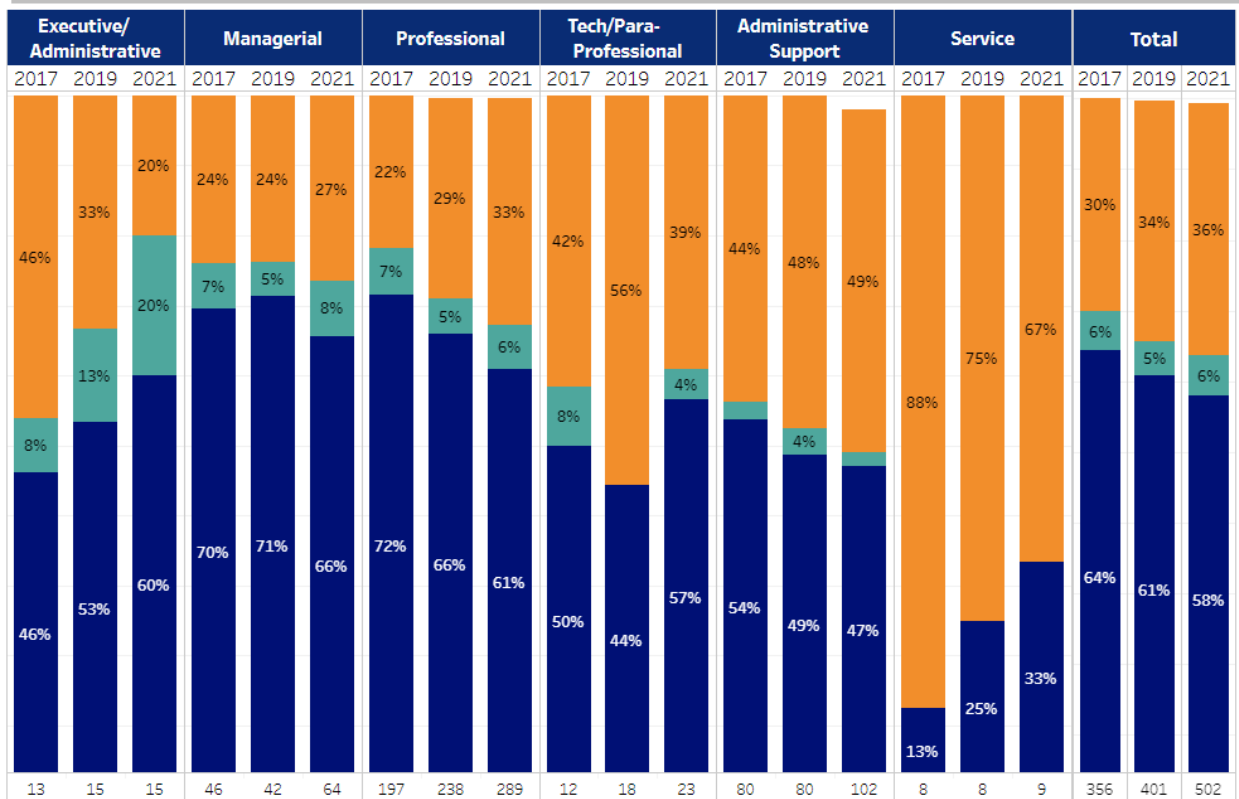
■ Female
■ Male
■ Unknown





Staff Composition by Ethnicity and Race, University Student Services

BLK+HISP+NHPI+AIAN
 Asian
 White





Whiting School of Engineering

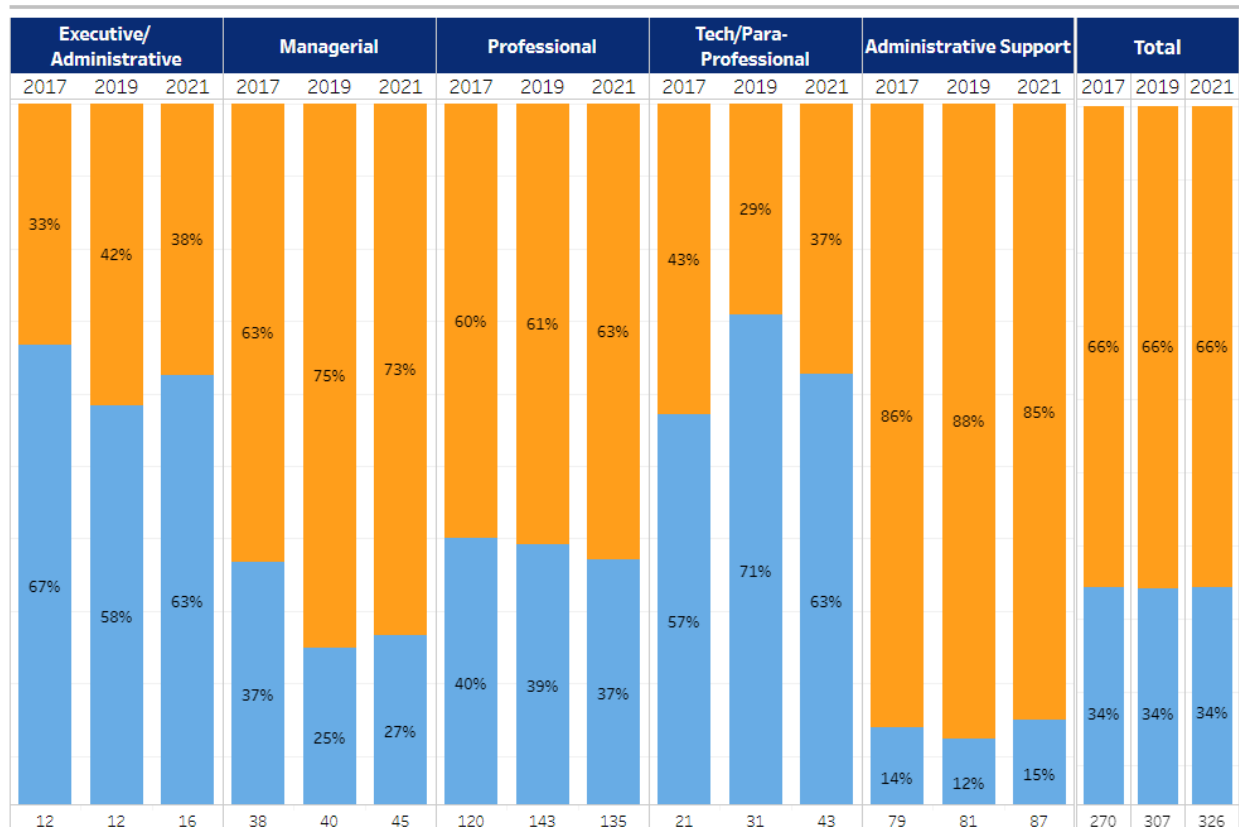
Representation by gender and race/ethnicity, as compared to the university as a whole, is shown below.

Whiting School of Engineering	All Staff	Female		Asian		BLK, HISP, NHPI, or AIAN*	
		(N)	(%)	(N)	(%)	(N)	(%)
Divisional Totals: 2017	270	177	66%	16	6%	52	19%
Divisional Totals: 2019	307	202	66%	25	8%	67	22%
Divisional Totals: 2021	326	214	66%	27	8%	68	21%
University Totals: 2021	11,972	8,526	71%	1,322	11%	3,832	32%

Legend: BLK – Black or African American / NHPI – Native Hawaiian Pacific Islander / HISP – Hispanic / AIAN – American Indian Alaska Native

Staff Composition by Gender, Whiting School of Engineering

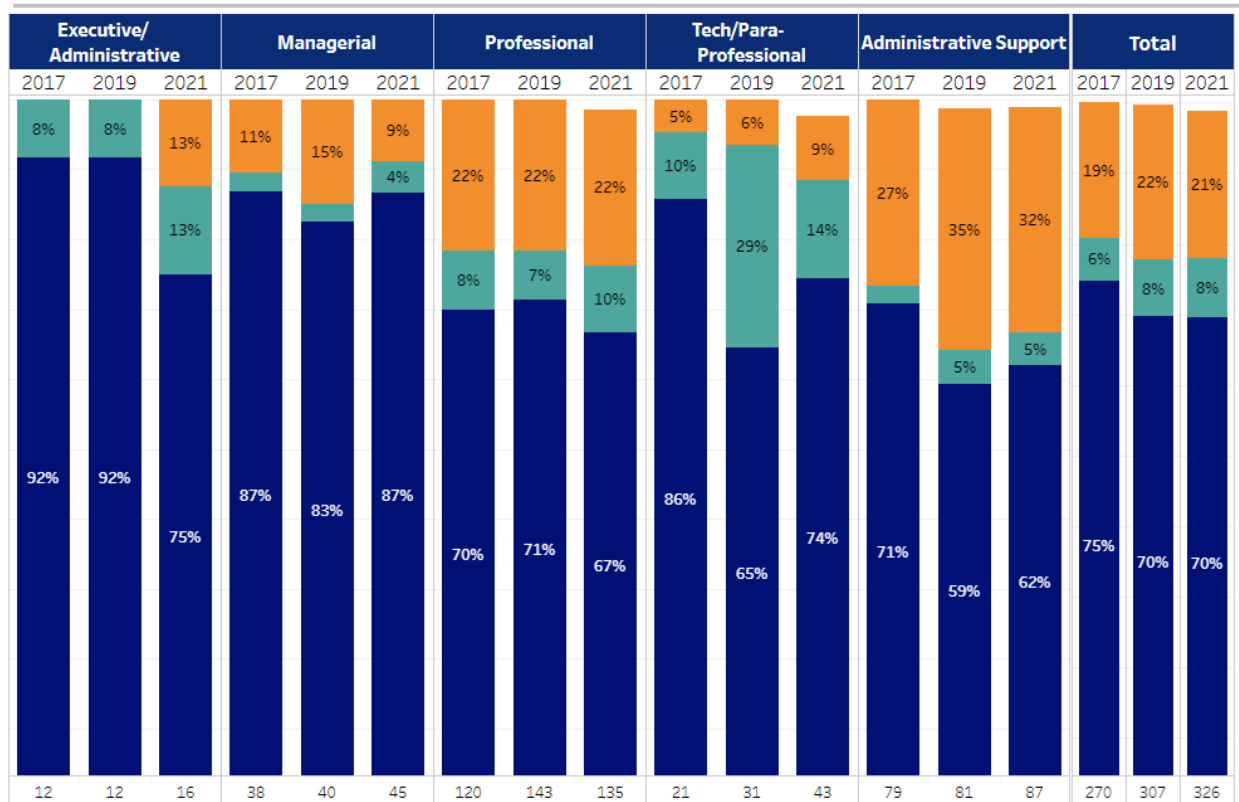
Female
Male





Staff Composition by Ethnicity and Race, Whiting School of Engineering

■ BLK+HISP+NHPI+AIAN
■ Asian
■ White





VI. Appendices

Appendix A

List of Public and Private AAU Universities

Public AAUs

Georgia Institute of Technology-
 Indiana University Bloomington
 Michigan State University
 The Ohio State University
 The Pennsylvania State University
 Purdue University
 Rutgers University–New Brunswick
 Stony Brook University
 Texas A&M University-College Station
 The University of Texas at Austin
 University at Buffalo
 University of Arizona
 University of California, Berkeley
 University of California, Davis
 University of California, Irvine
 University of California, Los Angeles
 University of California, San Diego
 University of California, Santa Barbara
 University of California, Santa Cruz
 University of Colorado Boulder
 University of Florida
 University of Illinois Urbana-Champaign
 University of Iowa
 University of Kansas
 University of Maryland
 University of Michigan
 University of Minnesota, Twin Cities
 University of Missouri
 University of North Carolina at Chapel Hill
 University of Oregon
 University of Pittsburgh
 University of Utah

University of Virginia
 University of Washington
 University of Wisconsin–Madison

Private AAUs

Boston University
 Brandeis University
 Brown University
 California Institute of Technology
 Carnegie Mellon University
 Case Western Reserve University
 Columbia University in the City of New York
 Cornell University
 Dartmouth College
 Duke University
 Emory University
 Harvard University
 Johns Hopkins University
 Massachusetts Institute of Technology
 New York University
 Northwestern University
 Princeton University
 Rice University
 Stanford University
 Tufts University
 Tulane University
 University of Chicago
 University of Pennsylvania
 University of Rochester
 University of Southern California
 Vanderbilt University
 Washington University in St Louis
 Yale University



Appendix B

Summary Data

Full-Time Staff Composition* (%): JHU and Peer Group Averages, Fall 2020

	Women	Int'l	Hispanic/ Latino	BLK	AIAN	Asian	NHPI	White	Two or More Races	Unknown
JHU	71.1	2.3	3.6	25.2	0.7	8.7	0.2	57.4	1.8	0.2
Ivy Plus	62.7	2.1	7.5	13.6	0.3	9.1	0.1	61.5	1.7	4.3
AAU Private	62.5	2.1	10.5	14.5	0.2	9.3	0.2	58.1	1.8	3.4
AAU Public	59.0	2.6	10.5	8.4	0.3	7.6	0.2	64.5	1.7	4.2

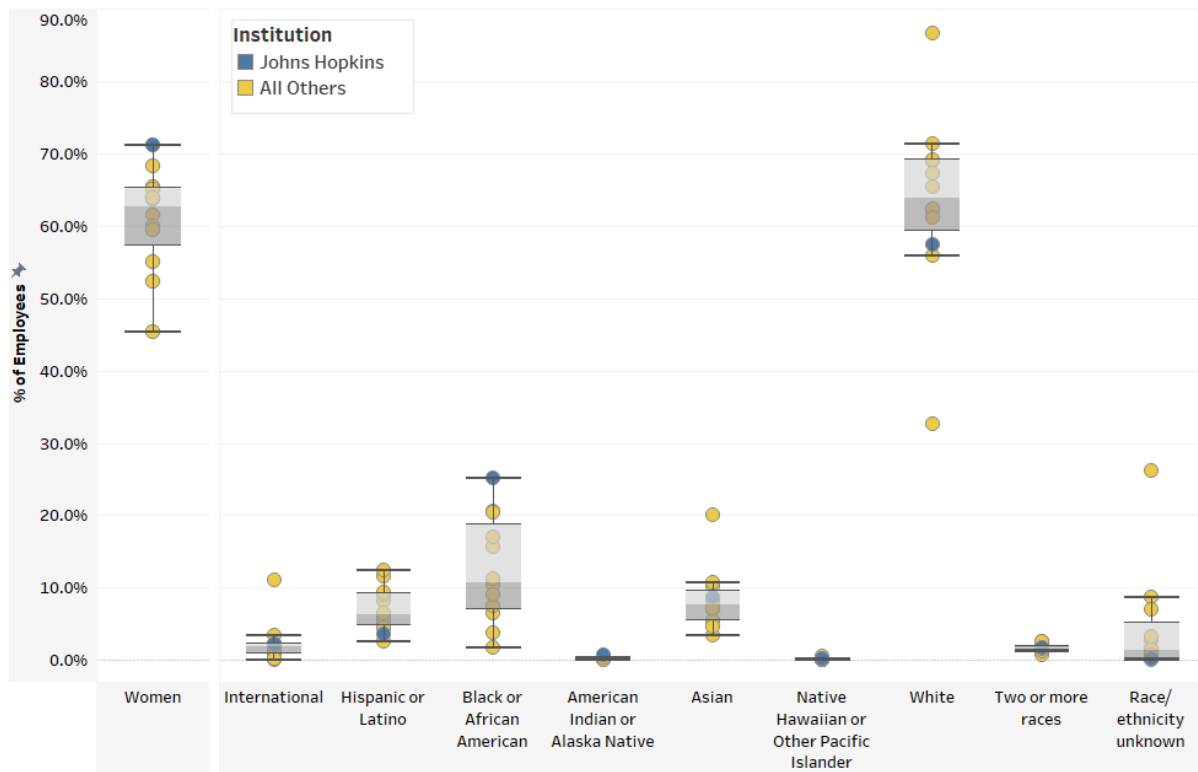
Legend: BLK – Black or African American / NHPI – Native Hawaiian Pacific Islander / HISP – Hispanic / AIAN – American Indian Alaska Native

* Includes full-time staff from the following IPEDS categories:

- Librarians, Curators, and Archivists
- Student and Academic Affairs and Other Education Services
- Management
- Business and Financial Operations
- Computer, Engineering, and Science
- Community, Social Service, Legal, Arts, Design, Entertainment, Sports and Media
- Health Care Practitioners and Technical
- Service Occupations
- Office and Administrative Support
- Natural Resources, Construction, and Maintenance
- Production, Transportation, and Material Moving



Fall 2020 Staff Composition of **Johns Hopkins** and **Ivy+ Peers**
by Gender and Race/Ethnicity



Fall 2020 Staff Composition of **Johns Hopkins** and **AAU Private**
by Gender and Race/Ethnicity

