

JOHNS HOPKINS UNIVERSITY
COMMITTEE TO ESTABLISH PRINCIPLES ON NAMING (CEPN)

Final Report

As Revised July 2021

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PREAMBLE

The Johns Hopkins Committee to Establish Principles on Naming (CEPN) was created in June of 2020, a year of reckoning that generated national awareness of ongoing structural racism and the legacy of chattel slavery in the United States. At that time, CEPN received a charge from the administration of Johns Hopkins University & Medicine (collectively “Johns Hopkins”) to create “substantive criteria” upon which Johns Hopkins ought to decide “whether or not to rename or de-name a facility, professorship, fellowship, scholarship or other program,” and to recommend “the process that should be utilized to determine to remove or change a name,” as well as other options, beyond renaming and de-naming, “for grappling with the complex legacies of named individuals.” (The Committee’s mandate is discussed in more detail on page 3.)

To that end, in this consensus report the Committee is recommending the creation of a permanent Name Review Board (NRB). We acknowledge that the custom to assign human names to institutional features holds up persons for public honor, as well as expressing the gratitude of the University & Medicine for their achievements and/or contributions. In that act we also affirm and convey our values. The proposed Johns Hopkins NRB will apply the values of Johns Hopkins University & Medicine and the criteria articulated in this document as it fields requests to rename or de-name existing institutional features. All names associated with the university and health system and including Johns Hopkins buildings or programs will be eligible for examination through the NRB process. The NRB will also serve as an institutional repository for requests made to it. Given the unique history of our Committee's genesis, we expect the NRB to understand that any inquiry into naming or de-naming will also include questions of institutional belonging and matters of reparative justice.

With the relationship between history and values in mind, CEPN recognizes naming and de-naming as an opportunity to shape and define the character of Johns Hopkins University & Medicine today and into the future. Naming and de-naming allow the institutions to express preference in their symbolic associations, to rectify or contextualize past wrongdoing, and to emphasize the best modern examples of fairness and justice. This work is done with the humility that comes from our awareness that all human lives are complex, and contain multiple legacies. CEPN acknowledges, second, that the bestowed honor of naming occurs in a specific place and at a particular time, but endures. Considering criteria for potential renaming or de-naming therefore includes determining how and when a naming honor was granted and what that name means under changing historical circumstances. It also includes acknowledging that our institutions, somewhere along the journey of their history, made a commitment to an individual or organization – either as a result of philanthropy or as an honorific tribute – by placing a name on a building or program. The seriousness of that commitment should also be considered. The Committee echoes the measured wisdom of the university's first president, Daniel Coit Gilman. "As the world goes forward," he assured, "our plans will be adjusted to its new requirements."

CEPN recognizes, thirdly, the risk of adopting standards that – in their urgency and presentism – can be at variance with the goals and durability of our institutions. Therefore, when evaluating whether to retain, remove, or contextualize a name, our task is to reconcile the requirements and views of the present with our own established values and ideals. The values we presently hold can be found among the founding documents that created the Johns Hopkins Institutions. Our university was founded with the motto, "Truth will set you free." Our hospital was established to care for the indigent and sick "without regard to sex, age, or color." We may not have always lived up to these values, and, at times, have even undermined them. But, through the evolutionary process of naming and renaming, we are afforded the opportunity to celebrate and affirm our best impulses.

Honoring and promoting the multiple legacies of Johns Hopkins University & Medicine in accordance with its own internal values requires our keen responsibility and rigor when deciding the names of our buildings, professorships, scholarships, and other programs. We stand committed to honor people whose lives, works, and character reflect a spirit of generosity, human decency, excellence, and foresight that will inspire future generations to the highest levels of principled scholarship, compassionate care, unwavering commitment to equity, and selfless service to humankind.

COMMITTEE PROCESS

Composition, Mandate, and Meetings

CEPN brought together twenty-two members of the Johns Hopkins community from across six divisions and institutes – the Berman Institute of Bioethics, the Bloomberg School of Public Health, the Krieger School of Arts & Sciences, the School of Advanced International Studies, the School of Education, the School of Medicine, and the Whiting School of Engineering. Among its members were three students (an undergraduate student, a graduate student, and a medical student), five staff members, ten faculty members, and four trustees. CEPN included ten people of color and nine women. It was co-chaired by Anthony (“Tony”) Anderson, Vice Chair, Johns Hopkins University Board of Trustees; Karen Horton, Professor of Radiology and Radiological Science and Director of the Russell H. Morgan Department of Radiology and Radiological Science at Johns Hopkins Medicine; and Lawrence Jackson, Bloomberg Distinguished Professor of English and History at the Krieger School of Arts & Sciences. The full roster is found at Appendix A.

President Daniels and Provost Kumar gave the following three-fold charge to the Committee:

- (1) To “develop a set of substantive criteria upon which the university ought to decide whether or not to de- or re-name a facility, professorship, fellowship, scholarship or other program. These substantive criteria are closely tied to the questions of how frequently de- or re-naming should occur and, more generally, what a name means for the university – do we see naming as simple acknowledgement of an individual’s discrete and separable contribution to the university, should it be construed as a more general valorization of the individual in question?”
- (2) “[O]nce the substantive criteria are identified, to recommend the process that should be utilized to determine to remove or change a name. What kind of factual or other types of information should be assembled in order to support a rigorous evaluation of the individual in question? Where in the university should these decisions be made in specific cases – at the school or university level, or some combination thereof – and by whom? How do those vested with evaluating the legacy of a contested individual solicit university opinion and/or outside expertise that might illuminate the analysis and information needed to make these decisions?”
- (3) “[T]o suggest, apart from the options to de- or re-name a facility, professorship or program, other options for grappling with the complex legacies of named individuals. Removing a name is not a decision to be taken lightly. When a name is kept, how do we ensure that a decision not to remove a name is not construed as an affirmation of every aspect of that person’s life, and ensure that we have the opportunity to understand and contextualize their legacy? Is there a distinct and enhanced role for the university’s museums and libraries in this enterprise?”

The mandate made clear that the Committee was not charged with taking up specific renaming requests. “That task will be remitted to the entity (or entities) charged with discharging this role following receipt and consideration of the Committee’s report.” Nor was the Committee charged with developing guidance for the adoption of future names, “as that responsibility is subject to a

review process that has been in place for decades and is regularly updated by the Office of Development and Alumni Relations and is the prerogative of the trustees and/or the deans.” The full mandate is attached at Appendix B.

CEPN met twelve times as a full committee during the 2020-21 academic year, with subcommittees meeting an additional nine times to work through the three core elements of its mandate and to draft recommendations. Members of CEPN also participated in multiple community listening sessions, described below. In the end the Committee was able to arrive at consensus on the set of recommendations in this report.

Peer Benchmarking and Community Input

With full awareness that the challenges and opportunities of renaming and de-naming have been studied and debated by several other institutions of higher education, CEPN reached out to a number of university peers to learn more about their work. This outreach included hosting meetings with chairs and co-chairs from Stanford University’s Advisory Committee on Renaming Principles,¹ the University of Virginia’s Memorialization on Grounds Committee² and President’s Commission on the University in the Age of Segregation (PCUAS),³ and Yale University’s Committee to Establish Principles on Renaming.⁴ CEPN members also reviewed the relevant committee reports on renaming and de-naming from these and twelve other universities.⁵ The recommendations below reflect CEPN’s consideration of peer approaches.

CEPN also sought input from the Johns Hopkins community throughout the year, inviting comments through its website and hosting public listening sessions for a range of stakeholders – students, staff, faculty, alumni, and Baltimore community members. At these listening sessions Committee, members broke into small groups to ensure that participants would have an opportunity to share ideas and concerns. Members of CEPN also met with the Black Faculty and Staff Association, the Student Government Association, the Multicultural Leadership Council, and graduate students in the Race, Immigration, and Citizenship program, as well as deans and trustees.

When the Committee reached its initial recommendations, it published its draft report to the entire Johns Hopkins community, hosting a town hall to answer questions and take feedback, and soliciting written feedback for a period of one month.⁶ In all, the Committee received 109 distinct comments from community members during the time it was active, with roughly half of those sent in during the comment period. Comments came from across Johns Hopkins University & Medicine, and from an even mix of students (28), staff (26), faculty (23), and alumni (32).

¹ <https://campusnames.stanford.edu/renaming-principles-committee/>.

² <https://segregation.virginia.edu/wp-content/uploads/2020/06/Memorialization-and-Mission-at-UVA-Committee-Report-March-2020.pdf>.

³ <https://segregation.virginia.edu/>.

⁴ <https://president.yale.edu/advisory-groups/presidents-committees/committee-establish-principles-renaming-0>.

⁵ The full list of institutions whose reports were reviewed by CEPN is as follows: California Institute of Technology, Duke University, George Washington University, Harvard Law school, Oregon State University, Princeton University, Stanford University, UC-Berkeley Law, University of Maryland, University of Michigan, University of Mississippi, University of Richmond, University of Virginia, Washington & Lee University, and Yale University.

⁶ “Committee recommends guidelines for renaming or de-naming campus features,” *The Hub*, April 6, 2021; <https://hub.jhu.edu/2021/04/06/naming-committee-draft-guidelines/>.

Comments displayed a substantial variation in perspectives on the questions before the Committee, both across and within stakeholder groups. For example, some commenters discouraged renaming under any circumstances, while others demanded it in certain circumstances. With respect to criteria for renaming and de-naming, some commenters sought to ensure they allow sufficient attention to historical context and the arc of a person's life, while others suggested that some actions should be disqualifying no matter the context (like actions that today are considered war crimes), and still others simply cautioned the Committee to adopt criteria that can weather changing societal norms and understandings. Comments concerning the process for renaming revealed more common threads, like an interest in building in sufficient representation of diverse constituencies and sufficient opportunities for input, and creating mechanisms for transparency. Specific comments concerning contextualization were few, but creative – suggesting QR codes linked to digital biographies or institutional history classes for incoming students as ways to enable our community to learn more about particular names.

CEPN acknowledges that the feedback received cannot capture all the perspectives of the many thousands who serve the university and health system, and encourages those with an interest in its work to engage with the process we propose. That said, CEPN's members would like to thank all those in the Johns Hopkins community who did provide feedback, both during the listening sessions and in written comments. Your ideas helped to improve and refine the set of recommendations the Committee ultimately adopted in the pages that follow.

CRITERIA RECOMMENDATIONS

General Principles for Naming

Johns Hopkins University & Medicine honors people and their contributions by assigning their names to our campus buildings, professorships, programs, and miscellany. We do this for many reasons, including to recognize the integrity of their personal character; their institutional leadership and service; the high quality of their professional achievements; and their generous gifts to the institution. This honor is reserved for a select few, and is a mark of highest distinction. In this regard, naming communicates our values.

Naming also communicates our values beyond our immediate community. While we recognize that our honorees often achieve their first notice on account of their connection to Johns Hopkins, we remain acutely mindful that Johns Hopkins was founded in Baltimore, Maryland, in the United States of America, and not long after the nation had experienced an epochal civil war. Today, we have campuses in the District of Columbia, Florida, and in Europe and Asia. Thus, any honored individual's conduct, work, and service should resound in these contexts and throughout the globe, and do so admirably.

Principles for Renaming and De-Naming

Just as the decision to name should be deliberate and thorough, the NRB's recommendation to rename or de-name a building or program, remove a monument or artwork, or contextualize an existing named structure or tradition, should be based on rigorous consideration. The NRB should examine the full evidentiary record, including the reports that describe the original naming decision. This examination should be undertaken with a strong awareness that historical records are often incomplete or inaccurate, and that the creation of the scholarly archive involves acts of silencing, bias, and prioritization. It should also take into account changing standards of conduct and norms of behavior and expression. This process should include deliberate and open conversations with engaged stakeholders, and the documentary record of these conversations and subsequent deliberations are to be made permanently available to the general public.

In weighing the evidentiary record of a particular name and determining whether that name should be changed or removed, the NRB should apply consistent criteria that can be used in other naming inquiries. In listening sessions with students, faculty, and staff, the CEPN received a resounding recommendation to consider how the person's conduct aligns with – or goes against – Johns Hopkins' mission and values, including its commitments to academic freedom and integrity, and to the diversity, equity, and inclusion of all of its members. Beyond this, we should consider how the conduct of an honoree or prospective honoree aligns with ethically responsible legal conduct, as described below.

Of course, over a life, a person engages in conduct across multiple axes of human interaction (intimate partner and family life, professional life, public life, worship and spiritual life), and sometimes engages in contradictory conduct along the same axis. And so, another criterion is to identify the scholarly consensus around the person's "prime legacies." A standard of "prime legacies" recognizes the complexity and plurality of multiple narratives comprising an individual's life and works, and considers those narrative threads as part of an enduring and memorable fabric.

Next, the NRB should consider the nature and scope of moral injury⁷ that flow from a name's assignment to a space or program, and from a decision to remove or retain it. Does the presence of the name on campus perpetuate a sense of exclusion among students, staff, faculty, or neighbors? Does it signal the institution's support for the problematic conduct or policies associated with that person? Alternatively, would removing the name bring about an outcome that would fail to address the concerns of the petitioner or improve campus climate?

Lastly, the NRB should review the commitment Johns Hopkins has made to a particular person or organization, whether through philanthropy or an honorific.

These core criteria are to be holistically applied, with no one criterion taking priority or being dispositive on its own. In applying these criteria, the NRB should ask the following questions:

- **What do scholars substantially agree to be the person's prime legacies?**
And are there points of view outside of academic knowledge sources – newspapers, journals, both university and trade press books, research reports, legal testimony, government reports, university and library archives – that have contributed to the understanding of the prime legacies and/or in some way counter the consensus of professional academics? Where consensus does not exist, the NRB will have to explore the full range of views of the individual and their legacies.
- **Does the evidentiary record show that the person's prime legacies included conduct that violates or contradicts the Johns Hopkins mission and values?** Specifically:
 - Its teaching mission: to advance and disseminate knowledge and truth (motto: "Truth will set you free")
 - Its research mission: to foster independent and original research
 - Its service mission: to care for the sick and injured (JHM) and to bring the benefits of discovery to the world (JHU)⁸
 - Its occupational mission: to ensure paths for personal and collective economic advancement and preserve the dignity of work on campus
 - Its civic mission: to fairly steward its resources and seek fair treatment of communities beyond its boundaries
 - Its values of equity and inclusion⁹

⁷ The concept of "moral injury" is well documented in academic literature. See, for example, its use by the Moral Injury Project at Syracuse University: <https://moralinjuryproject.syr.edu/resources/scholarly-references/>. The Committee understands moral injury as referring to an act of betrayal of fundamental moral values and the resultant distress caused by that act, a definition that has been described by Jonathan Shay among others. See Shay, J. (2014). Moral injury. *Psychoanalytic Psychology*, 31(2), 182–191. <https://doi.org/10.1037/a0036090>. The concept allows for an objective consideration of the injury, grounded in a commonly shared core value and in observation of actions, rather than a subjective reliance on one person's sense of offense.

⁸ Source from JHM: <https://www.hopkinsmedicine.org/about/mission.html>. Sources from JHU: <http://web.jhu.edu/administration/gca/our-mission/our-priorities/>; <https://www.jhu.edu/about/history/>; <https://provost.jhu.edu/>; <https://www.jhu.edu/about/history/>.

⁹ Sources: JHI diversity and inclusion statement: <http://web.jhu.edu/administration/provost/images/Campus%20Diversity%20Statement.pdf>; JHU Discrimination and Harassment Policy and Procedures;

- Its values of academic freedom and academic integrity¹⁰
 - Its value of ethically responsible legal conduct¹¹
- **What was the severity of the violative conduct and its consequences? And how is it balanced against other dimensions of the person’s life? Does the evidentiary record show that the person meaningfully acknowledged or repaired that conduct?**
 - **What is the relationship of the person to the institution? Were they a central figure who taught, attended, or led the institution? Was their connection more distant?**
 - **What was the process used to apply the original name? What was the honoree being recognized for? Does the basis for the honor (such as a particular research contribution) continue to comply with the Johns Hopkins mission and values?**
 - **What is the nature and scope of moral injury sustained by keeping their name?¹² Could substantive reparation for this moral injury occur by means other than removing the name?**
 - **What are the impacts – positive or negative – of removing a name? And are there constraints that qualify our ability to remove it?** For example, a legal gift instrument, or a standing custom regulating the renaming of a scholarship program, professorship, or space?

Additional Considerations

In its stewardship of the values of Johns Hopkins University & Medicine, the NRB will welcome the scrutiny of all names on Johns Hopkins buildings and programs. The Committee is aware that concerned persons have already asked the university and hospital system to remove certain names associated with the institution. The Committee invites these persons to use the mechanisms recommended by this document once they are put into operation. These and other requests to change or remove a name should not be the sole burden of aggrieved communities. Any member of the Johns Hopkins community should be able to request a change or removal on behalf of aggrieved communities, and persons should feel free to make a request proactively, before any moral injury an aggrieved community is expressed.

<https://diversity.jhu.edu/> ; Roadmap on Diversity and Inclusion: <https://diversity.jhu.edu/roadmap-on-diversity-and-inclusion/iv-restatement-of-principles/>.

¹⁰ Sources: Statement of Principles on Academic Freedom: https://policies.jhu.edu/?event=render&categoryId=804&policyId=32102&fileId=JHU_Statement_of_Principles_on_Academic_Freedom.pdf&=0.845220894322; Academic Integrity Policies: <https://provost.jhu.edu/education/graduate-and-professional-education-resources/academic-integrity-policies/>.

¹¹ This “ethically responsible” language expresses the distinction Martin Luther King Jr. made between just and unjust laws and the necessity of acting in accord with ethical responsibility, which might at times violate such laws, such as the Fugitive Slave Act of 1850 or the segregationist legal framework in the United States instantiated after the Supreme Court’s 1896 *Plessy v. Ferguson* decision.

¹² Examples could include: perpetuating student/faculty/staff sense of exclusion, signaling the institution’s tacit support for the violative conduct in question; or symbolism effecting the perpetuation of aggravation.

CONTEXTUALIZATION RECOMMENDATIONS

Contextualization – Purposes

A person's or organization's name on an institution's building or program does not, on its own, tell us what the institution values about the person or organization or why it values it. Nor does it tell us why or how the institution came to decide that permanently assigning the name in question to an object or program was an appropriate way to display its appreciation.

The absence of interpretive information – of context – at the site of a name is a missed opportunity to teach all those who pass by it (as with a building or room) or associate themselves with it (as with a professorship or scholarship) the person or organization honored. The same missed opportunity may occur when the institution decides to change or remove a name. Without providing an enduring rationale associated with that decision, the institution fails to educate its members and stakeholders about the ends it is seeking to achieve through that change or removal. It is this second missed opportunity related to a change, removal, or challenged retention of a name that the CEPN addresses in this draft report.

Contextualization is an obligation of an institution of higher learning; it furthers the institution's research, teaching and service missions by ensuring its community engages with, intrepidly examines, and learns from facts about the people who have contributed to the institution. Contextualization is also an opportunity to teach all of us about the complexity of human behavior and character. Further, the process of providing context is ongoing and not limited to the moment of retaining or removing a name. Accordingly, contextualization, in some form, should continue to accompany any Johns Hopkins action to retain or remove a name following an NRB recommendation.

Contextualization is not a panacea. The Committee admonishes the future NRB not to resort to it merely as a means to placate or to avoid difficult naming decisions when appropriate application of the renaming criteria warrants removing a particular name.

Done well, contextualizing achieves multiple goals beyond dissemination of knowledge, including: reinforcing the institution's values and purpose; enhancing the physical and emotional experience for students, staff and faculty; and mitigating moral injury, particularly when use of a name adversely and disproportionately impacts members of the institution's community and members of the community at large. Moreover, with fidelity to the Johns Hopkins motto, successful contextualization achieves truth telling. Simply put: When deployed effectively, contextualization can be a powerful and positive tool to improve a community.

Process of Providing Contextualization through NRB Consideration

As a practical matter, successful contextualization requires sufficient facts and perspective. Each set of written recommendations ("reports") from the NRB regarding a formal proposal for reconsideration of a name must be prepared rigorously and with sufficient detail to articulate clearly the rationale(s) for the NRB's recommendation(s). Properly prepared NRB reports will assist in contextualizing the names considered, regardless of whether the report recommends de-naming or retaining a name.

Preparation of the NRB report is an essential first step in the contextualization process as that process relates to existing named features. In this regard, contextualization addresses only approaches to existing named features given that neither the CEPN nor the NRB has a mandate that extends to assigning new names.

However, the NRB's report cannot always be the only source of contextualization. Whatever the NRB's recommendation, frequently the named feature should receive additional contextualization that is readily accessible to all those who encounter it and that communicates, clearly and enduringly, the connection between the named individual or organization and Johns Hopkins.

Additional contextualization could be as simple as a plaque or informational kiosk. However, in many circumstances a more active approach to deliver sophisticated and nuanced context for a given name will be needed to achieve one of the aforementioned goals meaningfully.

Accordingly, whenever the NRB determines that a feature bears a name whose retention or removal would benefit from contextualization in addition to the NRB's report, we recommend that the NRB refer the matter to the Sheridan Libraries, the Chesney Medical Archives, and/or the Peabody Institute Archives (depending upon where the name appears) with a request for an approach for more active contextualization. We anticipate that the NRB would make such a referral for active contextualization whenever a name is significantly at odds with at least one of the core criteria identified for consideration (and identified in the Principles section of this draft report).

In approaching more active contextualization, the Sheridan Libraries, the Chesney Medical Archives, and/or the Peabody Institute Archives should review the scholarly and other materials considered by the NRB, as well as any relevant materials that those entities may acquire independently, and reach out to historians with pertinent expertise. The dean of the Sheridan Libraries, the Chesney Medical Archivist and/or the Peabody Institute Archivist shall have the ability and resources to draw on a range of additional resources when appropriate, including, and not limited to, the project director for the Hopkins Retrospective; faculty from the Museums and Society Program; the Department of History, the Program in Racism, Immigration, and Citizenship, and the Center for Africana Studies in the Krieger School of Arts & Sciences; and the Department of the History of Medicine in the School of Medicine.

In considering more elaborate approaches to contextualization, the dean of the Sheridan Libraries, the Chesney Medical Archivist and/or the Peabody Institute Archivist, in coordination with the divisional dean(s) and/or relevant hospital or other entity president(s) where the name arises, shall look for opportunities for creative educational opportunities, interpretation, reinterpretation, or mitigation (if the name is assigned to a fund or program) that advance the Johns Hopkins' mission and values; enhance the physical and emotional experience for students, staff and faculty; and/or offer truth-telling and mitigation of moral injury, for example when the continued use a name adversely and disproportionately impacts certain members of the Johns Hopkins community and the community at large. The approach to contextualization shall consider the enduring nature of the means of contextualization while balancing changes that are inherent in a living institution.

Examples of creative reinterpretation could include permanent exhibits, artistic installations, or new lecture series. An example of creative mitigation could include expanding a named lecture fund to invite critical thought and engagement with the name's legacy. Where feasible, educating the community should be a central purpose of these contextualization efforts.

Where contextualization is recommended, the relevant dean(s) and/or hospital or other entity presidents may proceed with contextualization projects that do not involve financial resources beyond their divisions or entities. For extensive contextualization projects, the dean of the Sheridan Libraries, the Chesney Medical Archivist and/or the Peabody Institute Archivist and the relevant divisional dean(s) and/or hospital or other entity presidents shall recommend to the JHU President or JHHS President/JHM CEO or their designee options and necessary resources for designs to acknowledge and reconcile any discord between the continued use of the name and its clash with the identified principles, showing particular sensitivity to the scale of moral injury and the severity of the conduct involved.

Recommended contextualization options should allow for a public and highly visible consideration of the legacy of the name in question. The two principal questions to consider are: (1) *What is the burden being asked of any specific population(s) by retaining the name?*, and (2) *What did the institution intend to teach when it originally assigned the name?*

While the recommendations for more active contextualization may be available in sufficient time to inform action on a recommendation from the NRB with respect to a challenged name, the final decision-making body may act on the recommendation of the NRB notwithstanding any pending contextualization recommendations.

Additional Recommendations Related to Contextualization

The themes of access to information, transparency, and enhanced experience were raised repeatedly in CEPN discussions and during listening sessions. The following were suggested as additional means of providing context:

- Considering naming opportunities that reflect the diversity of the Johns Hopkins enterprise as naming opportunities arise
- Creating an enduring catalogue of named features, with links to relevant contextualization
- Developing technologies to readily identify individuals for whom features are named (e.g., QR codes at the site of the name)
- Designing interactive tours of accessible parts of the institution
- Offering a critical focus on the history of the university during freshmen orientation
- Initiating classes for students and trainings for staff that focus on the history of the university and health system

PROCESS RECOMMENDATIONS

The Committee recommends the formation of an institution-level standing committee, with members from Johns Hopkins University & Medicine, called the Name Review Board (NRB). Elements of the NRB and its process are described below and in the accompanying flowchart.

NRB Structure and Membership

This standing committee will be composed of an Executive Committee and a larger General Committee. It is the responsibility of the Executive Committee's ex officio members to ensure diversity and inclusion in the make-up of the NRB. When seeking to identify NRB members, CEPN expects that affinity groups like the Black Faculty and Staff Association will be consulted.

- Executive Committee: Composed of 9 members: (1) a student, (2) a faculty member, (3) a local community leader, (4) a JHU trustee, (5) a representative from the Johns Hopkins Health System (JHHS), (6) the Johns Hopkins Alumni Association President, (7) an archivist from the Sheridan Libraries or the Chesney Medical Archives, (8) the JHU Vice Provost for Diversity and Inclusion or the JHMI Vice President and Chief Diversity Officer, and (9) the Vice President of Development and Alumni Relations (DAR).
 - The student and faculty member on the Executive Committee will be selected by the Diversity and Inclusion member of the Executive Committee (either JHU Vice Provost for Diversity and Inclusion or the SOM Vice Dean for Diversity and Inclusion) from among the students and faculty members in the General Committee divisional clusters.
 - The local community leader, JHU trustee, and archivist will be appointed by the JHU President, after consultation with relevant stakeholder communities.
 - The JHHS representative will be appointed by the JHHS President, after consultation with relevant stakeholder communities.
 - The Johns Hopkins Alumni Association President, archivist, JHU Vice Provost for Diversity and Inclusion or SOM Vice Dean for Diversity and Inclusion, and Vice President of DAR will be members ex officio.
 - A designee from the Office of General Counsel will be appointed to the Executive Committee in an advisory role. The JHHS Office of General Counsel also shall serve in an advisory role when a matter affecting a JHHS entity is being considered.
 - Terms: The student member will serve for 2 years, to allow for juniors to serve (in addition to first-years, sophomores, and graduate students). The faculty member, local community leader, and trustee will serve for 3 years, with staggered terms.
- General Committee: Composed of 4-person groups of representatives from each unit of JHU and JHM, referred to as divisional clusters. Those units are:
 - Berman Institute of Bioethics, Bloomberg School of Public Health, Carey Business School, Center for Talented Youth, Krieger School of Arts & Sciences, Peabody Institute, School for Advanced International Studies, School of Education, School of Medicine, School of Nursing, and Whiting School of Engineering.
 - JHHS will also have a divisional cluster, composed of: the JHHS President, relevant hospital president, Vice President of Human Resources, and VP and Chief Diversity Officer for JHM.
- Divisional cluster: Composed of 4 members: (1) a student, (2) a faculty member, (3) a staff member, and (4) the Dean or division leader or their designee.

- The student, faculty, and staff members of each divisional cluster will be appointed by the Dean or their designee from among existing elected bodies or, where those bodies do not exist, from a division-level selection process.
- The dean or designee will be an ex officio member.
- Terms: The student, faculty, and staff member will each serve 2 years, with staggered terms.

NRB Review Process

[See flowchart on p. 15]

- All named features associated with the university and health system will be eligible for review by the NRB.
- Any member of the Hopkins community (faculty, students, alumni, staff) and/or any resident of the local community may make a proposal to reconsider the naming of a building or other act of memorialization of an individual on any Hopkins campus.
- Keeping in mind the potential for disparate institutional power and the possibility of conflicts of interest, the intake process will allow name(s) of the submitter(s) to be kept confidential to members of the NRB. We suggest that the NRB consider establishing an anonymous coding system for tracking and adjudicating the submissions.
- To initiate the process, a formal proposal will be submitted directly to the NRB using an online submission form. This proposal will require detailed written information from the submitter(s) that includes:
 - A robust description of the specific behavior or conduct perceived to be in violation of the core mission and values of Johns Hopkins University & Medicine as articulated in the Preamble and Criteria sections of this document;
 - Print, digital and/or multi-media evidence to support the claim;
 - Relationship of the submitter(s) to the Johns Hopkins community or local community; and
 - Responses to questions in the online form developed by the NRB based on the criteria in this document.
- At any stage of the review process, the NRB may request additional information from the submitter(s), the relevant university archives, or others who may have relevant shareable information about the named feature in question.
- Proposals will first be reviewed by the Executive Committee.
- The Executive Committee will initiate a formal review whenever a simple majority of its members (including ex officio members) determine that the evidence in the proposal has raised a substantial concern or documented community harm regarding an existing name such that there is a material likelihood that the name may be removed or contextualized.
- If the Executive Committee does so determine, the NRB will then assemble a Formal Review Committee (FRC), including the Executive Committee and relevant divisional clusters from the General Committee (i.e., from units that have the name in question as a feature). This combined FRC will examine the request and make a written recommendation to the JHU

President and Board of Trustees and the JHHS President and the relevant JHHS Board(s) of Trustees as applicable after reaching a substantial consensus.

- Proposals that do not receive FRC review may be submitted for reconsideration after three years, or sooner if evidence of new material information emerges.
- For FRC-reviewed matters, the recommendation of the NRB may include the following:
 - Remove the name, allowing an opportunity to replace with another name that reflects the Johns Hopkins mission and values in this scenario.
 - Retain the name but either relocate the named feature or add contextualization to the feature in its existing location.
 - Retain the name, but with a recommendation to institutional leadership to redress community harm associated with that name through investment or other material means beyond contextualization. (This recommendation and the one directly above are not mutually exclusive.)
 - Keep the name as is, with no proposal for further reparative investment on the part of the university or health system at this time.
- The recommendation will be put in writing by the Review Committee, and will include, where warranted, a referral to the dean of the Sheridan Libraries, the Chesney Medical Archivist and/or the Peabody Institute Archivist and the relevant divisional dean(s).

Transparency

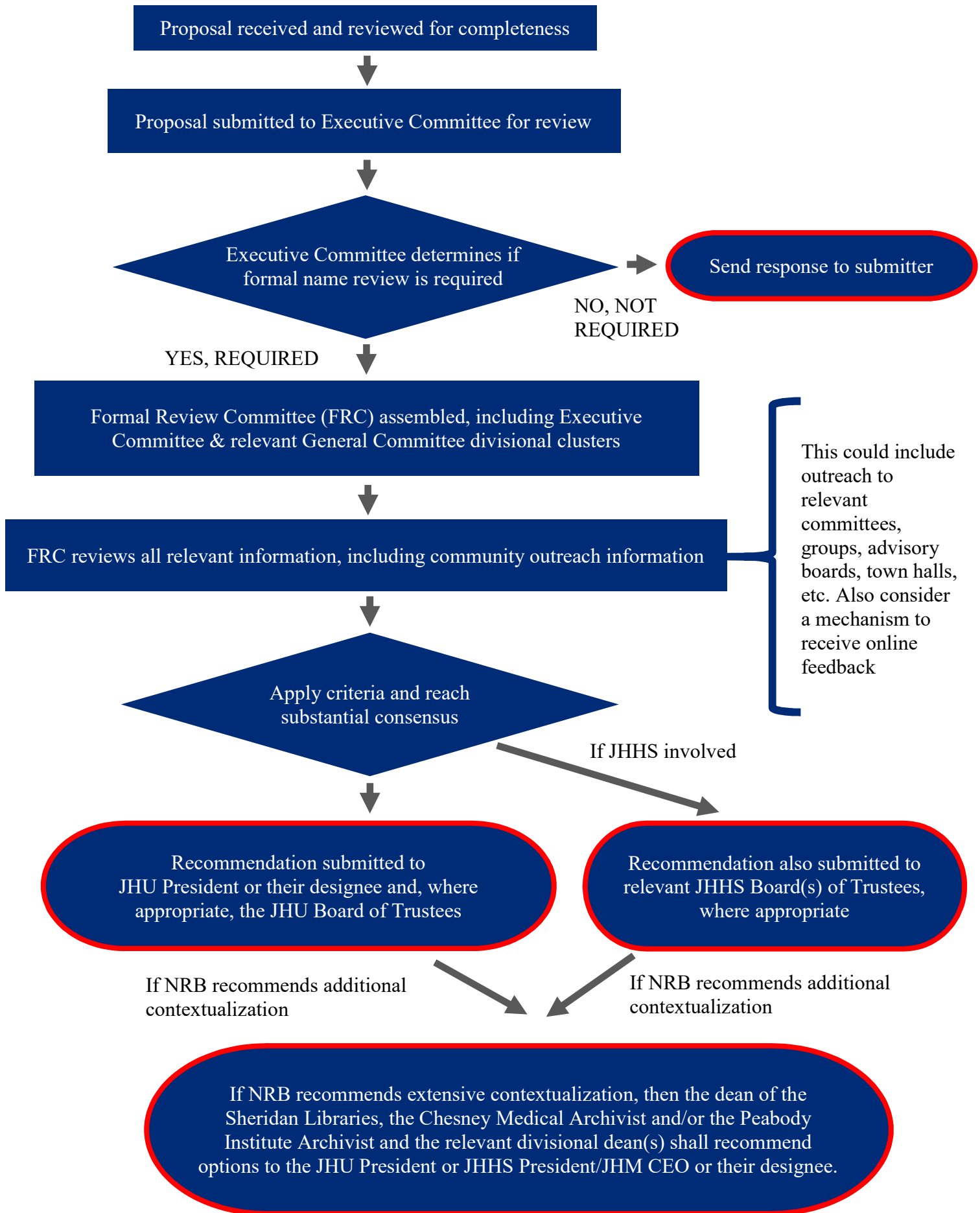
There will be a website that publishes validated proposals that have come into the NRB, invites the public to provide input and/or materials, tracks where each proposal is in the review process, and publishes the decisions/recommendations of the NRB.

Resources and Evaluation

The evaluation of names and the subsequent decisions are constant and evolutionary in manner, signaling the development of Johns Hopkins as a diverse community with a shared vision. The conduct of these evaluations should inspire the Johns Hopkins community and the world beyond. Addressing renaming and de-naming requests on an ongoing basis, with the seriousness they deserve, requires resources. To support the significant time and coordination – of processes, materials, and consultations – needed for the NRB to carry out its work responsively, the Committee recommends that the NRB be properly resourced and staffed.

The Committee also recommends that the NRB be evaluated on a regular basis by the JHU and JHM Boards of Trustees, to ensure it is functioning properly and delivering on the spirit in which it was established. To facilitate these evaluations, metrics like time to decision-making should be identified and tracked.

Name Review Board (NRB) Process



Appendix A: Committee to Establish Principles on Naming Committee Roster

Anthony (Tony) Anderson (Co-Chair)

Vice Chair, Johns Hopkins University Board of Trustees
Partner, Thompson Coburn LLP

Karen Horton (Co-Chair)

Professor of Radiology and Radiological Science
Director, Russell H. Morgan Department of Radiology
and Radiological Science
Johns Hopkins Medicine

Lawrence Jackson (Co-Chair)

Bloomberg Distinguished Professor of English and
History
Krieger School of Arts and Sciences

Colleen Barry

Fred & Julie Soper Professor
Chair, Department of Health and Policy
Bloomberg School of Public Health

Sherri-Chanelle Brighthaupt

Postdoctoral Fellow
Bloomberg School of Public Health

Arthur L. Burnett II

Professor of Urology and Oncology
Director, Basic Science Laboratory in Neuro-urology
School of Medicine

Katrina Caldwell

Vice Provost for Diversity & Inclusion and Chief Diversity
Officer
Office of the Provost

Eliot Cohen

Dean and Robert E. Osgood Professor of Strategic
Studies
School of Advanced International Studies

Nathan D.B. Connolly

Herbert Baxter Adams Associate Professor of History
Krieger School of Arts and Sciences

Renee Chenault Fattah

Johns Hopkins University Trustee

Jeremy Greene

William H. Welch Professor of Medicine and the History
of Medicine
Director, Institute of History of Medicine
School of Medicine

Allen Kachalia

Senior Vice President, Patient Safety and Quality
Director, Armstrong Institute for Patient Safety and
Quality
Johns Hopkins Medicine

Jeffrey Kahn

Robert Henry Levi and Ryda Hecht Levi Professor of
Bioethics and Public Policy
Bloomberg School of Public Health
Andreas C. Dracopoulos Director, Berman Institute of
Bioethics

Christopher Morphew

Dean
School of Education

Margo Peyton

Medical Student and Hugh Hawkins Research Fellow
School of Medicine

Hanna Pickard

Bloomberg Distinguished Professor of Philosophy and
Bioethics
Krieger School of Arts and Sciences and the Berman
Institute of Bioethics

Jennifer Nickoles

Vice President for Operations and System Integration
Johns Hopkins Health System

Admiral Gary Roughead

Johns Hopkins University Trustee

Charlie Scheeler

Johns Hopkins University and Johns Hopkins Medicine
Trustee

Fritz Schroeder

Vice President for Development and Alumni Relations
Johns Hopkins University

Adelle Thompson

Undergraduate Student, Africana Studies Major
Krieger School of Arts and Sciences

James E. West

Professor of Electrical and Computer Engineering and
Mechanical Engineering
Whiting School of Engineering

Appendix B: Committee to Establish Principles on Naming Committee Mandate

Background

In this moment of national reckoning with racism and inequity, Johns Hopkins University (JHU) and Johns Hopkins Medicine (JHM) are undertaking a number of initiatives intended to deepen our commitment to building a diverse, equitable and inclusive community. Among these are a review and assessment of the JHU Roadmap on Diversity and Inclusion; a multi-year, faculty-led project to deeply explore and reflect upon our institutional history; and the establishment of this committee to address important questions regarding the legacy of individuals whose names or iconography adorn our buildings and programs.

The Committee to Establish Principles on Naming is a joint effort of JHU and JHM to lay essential groundwork for the deliberative consideration of requests to change or remove the name of an existing building or program. The role of the Committee, as conveyed in a message from the President and Provost on July 8, 2020, is to develop institutional-level principles and procedures for evaluating renaming requests, which can then be applied with rigor to specific cases.

The naming of a Johns Hopkins building, room, professorship, fellowship, scholarship or other program typically marks the legacy of an individual or individuals who contributed substantially to our institution through their professional or academic achievements, societal impact, or philanthropic generosity. The university's decision to name is made in a distinct moment framed by then existing social, cultural and institutional norms and, in some historical instances, a less than complete understanding of the individual being recognized. With time, such norms and/or perspectives about the actions of the individual may shift, insofar as their relationship with Johns Hopkins is concerned or in society more generally. In addition, salient facts about the individual's life may come to light that weren't known at the time of naming and may change our understanding of the individual. These changes in norms or known facts may, in some cases, create intense concern and discomfort with the individuals for whom we name facilities, professorships, and programs, and give rise to calls for de- or re-naming.

We know and recognize that few of us lead lives that are without moments of fault, and that, for the most part, we leave legacies that are complex and contradictory, composed of moments of achievement and contribution and also failure and mistake. We also know that it is important that we learn and benefit from our history, so that we can make better decisions today in the lives we lead at Johns Hopkins and beyond. Confronting our past can enable us to secure a better future, and keep us from valorizing individuals whose legacies are repugnant to the values and aspirations of the institution. Nevertheless, we also know that certain actions/decisions taken by individuals for whom facilities, professorships, scholarships, fellowships, and programs are named may be such a defining and repugnant part of their legacy so as to require the revocation of their name.

The challenge therefore in addressing the question of re-naming is one of thresholds, namely, when do we re- or de-name, when do we contextualize and "footnote" individuals for whom facilities, professorships and programs are named? It is also one of process: How do we make these decisions in a manner that is deliberative, rigorous and thoughtful? These questions stand at the core of this Committee's mandate.

Appendix B: Committee to Establish Principles on Naming Committee Mandate

Mandate

The Committee's charge is three-fold:

- First, to develop a set of substantive criteria upon which the university ought to decide whether or not to de- or re-name a facility, professorship, fellowship, scholarship or other program. These substantive criteria are closely tied to the questions of how frequently de- or re-naming should occur and, more generally, what a name means for the university – do we see naming as simple acknowledgement of an individual's discrete and separable contribution to the university, should it be construed as a more general valorization of the individual in question?
- Second, once the substantive criteria are identified, to recommend the process that should be utilized to determine to remove or change a name. What kind of factual or other types of information should be assembled in order to support a rigorous evaluation of the individual in question? Where in the university should these decisions be made in specific cases – at the school or university level, or some combination thereof – and by whom? How do those vested with evaluating the legacy of a contested individual solicit university opinion and/or outside expertise that might illuminate the analysis and information needed to make these decisions?
- Third, to suggest, apart from the options to de- or re-name a facility, professorship or program, other options for grappling with the complex legacies of named individuals. Removing a name is not a decision to be taken lightly. When a name is kept, how do we ensure that a decision not to remove a name is not construed as an affirmation of every aspect of that person's life, and ensure that we have the opportunity to understand and contextualize their legacy? Is there a distinct and enhanced role for the university's museums and libraries in this enterprise?

Note that the Committee is not charged with taking up specific renaming requests. That task will be remitted to the entity (or entities) charged with discharging this role following receipt and consideration of the Committee's report. However, if in the course of its work, the Committee is presented with specific naming or renaming requests or suggestions, it should keep track of these requests, and convey them to us at the conclusion of its deliberations. Further, although the Committee is not charged with developing criteria or guidance for the adoption of future names, as that responsibility is subject to a review process that has been in place for decades and is regularly updated by the Office of Development and Alumni Relations and is the prerogative of the trustees and/or the deans, we will ask the university's Board of Trustees to review this process and consider appropriate modifications in light of the Committee's final report.

Professional staff within the Office of Development and Alumni Relations and the Office of General Counsel, who are responsible for current naming protocols and familiar with the legal constraints and implications of naming agreements, will be available to support the work of the Committee.

Appendix B: Committee to Establish Principles on Naming Committee Mandate

The Committee is expected to consult with students, faculty, staff, and alumni, and to complete a draft of its recommended principles and procedures for input from the Johns Hopkins community during the 2020-21 academic year, and a final report with recommendations to the President, Provost, and Boards of Trustees of JHU and JHM by the end of the academic year.

If you have any questions, comments, or suggestions for the Committee, please email them to namingcommittee@jhu.edu.