



**JOHNS HOPKINS**  
INSTITUTE *for* CLINICAL &  
TRANSLATIONAL RESEARCH

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# **COMMUNITY RESEARCH ADVISORY COUNCIL BYLAWS**

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**PRODUCED BY**

**COMMUNITY & COLLABORATION CORE @ ICTR**

**CTSA** Clinical & Translational  
Science Awards Program

<b>COMMUNITY RESEARCH ADVISORY COUNCIL (C-RAC) MEMBERS AS OF JULY 1, 2025</b>	
Roger Clark, Community Co-chair	Pamela Ouyang, Academic Co-chair
Wanda Belle	Darcenia McDowell
Lee Bone	Brenda Miller
Patricia Carroll	Joy P. Nanda
Roger Clark	Janhvi Parsai
Kimberly Coleman	Tyrone Qualls
Teresa Cooper	Melanie Reese
Panagis Galiatsatos	Inez Robb
Jennifer (Ayana) Harrison	Marlon Robinson
Bettye Haskins	Ana Rule
Carolyn Henderson	Tiffany Sanford
Cheryl Himmelfarb	Yolanda Savoy
Janet Johnson	Kelly Sparks
Frederick Luthardt	Michael Thompson
LA McCrae	
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<p><b>SPECIAL THANKS GO TO THE MEMBERS OF C-RAC'S GOVERNANCE COMMITTEE FOR REVISION REVIEWS OF THE BYLAWS:</b>                      Michael Thompson, Governance Committee Chair                      Members: Patricia Carroll, Carolyn Henderson, Janet Johnson, Darcenia McDowell, Pamela Ouyang, Yolanda Savoy                      CCC Technical Support: Crystal Evans (lead), Cyd Lacanienta</p>	
<p><b>COMMUNITY AND COLLABORATION CORE</b>                      Writing contributors: Crystal Evans, Cyd Lacanienta, Michael Thompson, and members of C-RAC                      Editing contributors: Pamela Ouyang, Cyd Lacanienta, Sarah Stevens, Crystal Evans                      Technical Team: Cyd Lacanienta, Associate Director of Stakeholder Engagement, Sarah Stevens, Research Program Manager, Crystal Evans, MS, Community Relations Coordinator, Umar Jahangir, Student Program Coordinator</p>	
<p><b>JOHNS HOPKINS INSTITUTE FOR CLINICAL AND TRANSLATIONAL RESEARCH LEADERSHIP</b>                      Daniel E. Ford, MD, MPH, Director, Johns Hopkins ICTR                      Cheryl Himmelfarb, PhD, RN, Deputy Director, Community and Collaboration Core and Recruitment Innovation Unit</p>	
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<p>For more information, contact: Community and Collaboration Core, Johns Hopkins Institute for Clinical and Translational Research, Johns Hopkins School of Medicine, 750 East Pratt Street, 16<sup>th</sup> Floor, Baltimore, MD, 21202.                      Email: <a href="mailto:ICTR-C-RAC@jh.edu">ICTR-C-RAC@jh.edu</a>.</p>	

# Table of Contents

<b>1. Introduction</b>	<b>1</b>
<b>2. Council Overview</b>	<b>2</b>
2.1 History	2
2.2 Mission	2
2.3 Goals	2
<b>3. Membership</b>	<b>4</b>
3.1 Membership Criteria	4
3.2 Membership Composition	4
3.3 Responsibilities	6
<b>4. C-RAC Officers</b>	<b>7</b>
4.1 C-RAC Officers	7
4.2 C-RAC Council Co-Chairs	7
4.3 C-RAC Co-Chair Responsibilities	7
4.4 C-RAC Co-Chair Eligibility Criteria	8
<b>5. Subcommittees</b>	<b>9</b>
5.1 Responsibilities	9
5.2 Subcommittee Chairs	10
5.3 Subcommittee Chair Responsibilities	10
<b>6. Technical Support</b>	<b>11</b>
6.1 C-RAC Technical Support	11
<b>7. Meetings</b>	<b>12</b>
7.1 C-RAC Meetings	12
7.2 Subcommittee Meetings	12
<b>8. Voting</b>	<b>13</b>
8.1 Voting Policy	13
8.2 Voting Process	13
<b>9. Conflict of Interest</b>	<b>14</b>
9.1 Definition	14
9.2 Examples of Conflict of Interest	14

9.3	Disclosure Procedures	15
<b>10.</b>	<b>Recruitment</b>	<b>16</b>
10.1	Membership Recruitment Process	16
<b>11.</b>	<b>Rotation onto the Council</b>	<b>17</b>
11.1	Activation of C-RAC Membership	17
<b>12.</b>	<b>Rotation off the Council</b>	<b>18</b>
12.1	Termination of C-RAC Membership	18
<b>13.</b>	<b>Amendments to Bylaws</b>	<b>19</b>
13.1	Amendments	19
<b>14.</b>	<b>Certification</b>	<b>20</b>



# 1. Introduction

The Johns Hopkins Institute for Clinical and Translational Research (ICTR), established in 2007, is part of a national consortium of 60 medical research institutions working together to improve the way medical research is conducted across the country. The consortium, funded by the National Institutes of Health Clinical and Translational Science Awards (CTSA) program, has as its goal to support translational research and fostering collaborations among academic institutions to improve the efficiency, quality and impact of the process for improving human health.

The ICTR recognizes the importance of building authentic partnerships among researchers, patients, community and stakeholder organizations, interested and committed leaders, and other individuals to address health issues that impact people living in the Greater Baltimore-Washington region. These partnerships enable scientists to conduct clinical and translational research that improves the overall health and quality of life of **all** members of local communities.

Through the Community Collaboration Core (CCC), the ICTR offers training, education, and networking opportunities that promote meaningful engagement between researchers and patient and community stakeholders. This core is focused on building collaborations, strengthening community involvement in the research process, and promoting ongoing community involvement in the research process from the development of research ideas through design and implementation to dissemination and sustainability. The CCC collaborates with and provides instrumental support to the Community Research Advisory Council's activities and engagement in ICTR.



## **2 Council Overview**

### **2.1 History**

The Community Research Advisory Council (C-RAC) was established in October 2009 as part of the Johns Hopkins ICTR Community Engagement Program and engaged researchers and diverse stakeholders on the Johns Hopkins East Baltimore Medical Campus. To further its mission, a second distinct advisory chapter was formed at Johns Hopkins Bayview Medical Campus in 2011. In 2019, both chapters consolidated into a single C-RAC.

### **2.2 Mission**

The Community Research Advisory Council (C-RAC) aims to promote trust, understanding, and involvement of the Greater Baltimore-Washington region in research, education, and service activities to enhance overall health among all communities.

### **2.3 Goals**

The overarching goals of the C-RAC are to:

1. Promote access to health research for all communities.
- 2a. Improve community awareness, trust, knowledge, understanding, and participation in all phases of the research continuum.
- 2b. Improve researchers' commitment to a fully engaged community the entire research process
- 2c. Improve researchers' understanding of C-RAC's expectations of continued engagement with community.
3. Increase community access to research studies as well as research findings.

4. Partner with community-based organizations, agencies (e.g. faith community, educational institutions), and all relevant private and public sectors to guide the dissemination and sharing of research information with the community at large.
5. Work with community members to identify research interests and priorities and educate researchers about issues impacting community members, including the need to financially support partners in research budgets.
6. Improve researchers' awareness of community strengths, needs and norms and their trustworthiness when conducting research.
  7. Improve researchers, funders, and research ethics/safety monitoring entities' awareness, understanding, and appreciation of community- engaged research.
  8. Identify and recommend best practices for researchers conducting community-based research.
  9. Collaborate, advise, and provide technical support to the ICTR faculty and staff as requested on community engaged research activities that help further the C-RAC's overall mission.

# 3

## 3. Membership

The C-RAC membership includes up to (30) thirty stakeholders (e.g. community members and leaders, research participants, patients, health and human service providers, faculty, staff and students from high schools, colleges and universities, and representatives from public and private industries) who have an interest in community-engaged research

### 3.1 Membership Criteria

Members should have an interest in community engagement and strong interpersonal skills. People who work and/or live in Greater Baltimore-Washington communities and regions that commit to:

1. Continuing education and co-learning related to the research process, specifically on research ethics, study design, community engaged research, and health.
2. Developing and advising researchers on approaches to share information about health and research with local community
3. Developing and advising local community on approaches to educate researchers about issues impacting the community
4. Reviewing and responding to researchers' request regarding research projects that involve patient, community, and stakeholder-engaged research.

### 3.2 Membership Composition

1. The C-RAC membership will reflect the demographics of the Greater Baltimore-Washington.
2. Recruitment for new members to the C-RAC should meet the following membership guidelines:
  - a. **Number of members:** The membership will include a maximum of 30 stakeholders.
    1. The majority of members (at least 51%) will not be employed by

Johns Hopkins University, Johns Hopkins Health Systems, or enrolled as students at Johns Hopkins University. A maximum of 12 members will be employed by Johns Hopkins University, the Johns Hopkins Health Systems Corporation, or enrolled as a students at Johns Hopkins University. This excludes the technical support team.

- b. **Membership representation:** The membership will include people with the following skills, expertise, and affiliations.
1. *Academic and Research:* Faculty, staff, and students involved in research at Johns Hopkins and other universities are eligible to join the C-RAC.
  2. *Business Leaders:* Private industry/small business owners. People that work for companies that have an investment with the local community (e.g. including but not limited to hiring ex-offenders, employ those from the local community).
  3. *Communications:* People with professional expertise in marketing, print, media, and Internet communications.
  4. *Community-Based Organizations:* People who work at community organizations that serve families, children, older adults within the Baltimore-Washington region. This category includes faith-based organizations.
  5. *Community Leaders:* Leaders or members of community advisory boards, neighborhood associations, faith-based organizations, and advocacy groups.
  6. *Academic - Community Liaisons:* Faculty, staff, and students at Johns Hopkins and other universities with experience engaging communities in research as partners and study participants.
  7. *Health Professionals and Human Service Providers:* Physicians, nurses, social workers, and community health workers who serve in the Greater Baltimore-Washington region
  8. *Legal and Public Policy:* People who practice law and/or develop public policy.
  9. *Patient Advocacy Groups:* People who work and volunteer for agencies that promote the health and well-being of patients and families through education, outreach, and research.
  10. *Patients and Research Participants:* Current and former participants in research at Johns Hopkins and other universities.
  11. Representative of Federal, State, and Local Government in addition to representatives from Non-Governmental Organizations

## **3.2 Responsibilities**

1. The C-RAC meets 12 times per year, the second Monday of each month for 1 ½ hours. Members are required to attend seventy-five percent of these meetings. Members may attend in person, virtually or by phone.
2. Serves for at least 2 years.
3. Serves on at least one (1) subcommittee that meets in person, virtually, or by phone, as needed.
4. There will be additional opportunities to participate in research reviews and other opportunities in the research enterprise. These meetings will be determined as needed.



## 4. C-RAC Officers

### 4.1 C-RAC Officers

1. C-RAC leadership will comprise of two council co-chairs and three subcommittee chairs.
2. The C-RAC will elect by majority vote the Community Co-Chair, who will serve for two-year terms that are renewable up to 3 times for a total of 6 years.
3. The ICTR leadership will appoint an Academic Co-Chair, who will serve for the duration of the CTSA grant cycle.
4. The C-RAC will elect three (3) Subcommittee Chairs to lead 3 work groups, The C-RAC has the option to elect subcommittee chairs or co-chairs:
  - a. Group 1. Training and Research Collaboration
  - b. Group 2. Governance, Membership, Council Development
  - c. Group 3. Outreach/Engagement/Dissemination
5. Additional subcommittees will be formed on an as needed basis, by a majority vote.

### 4.2 C-RAC Co-Chairs

1. C-RAC Community Co-chair: The C-RAC will elect the *Community Co-Chair* by a majority vote to serve the 2-year term that are renewable up to 3 times (for a total of 6 consecutive years). *C-RAC members can nominate based on eligibility criteria (see 4.4 Co-Chair Eligibility).*
2. C-RAC Academic Co-chair: The Academic Co-Chair is appointed by the ICTR leadership.

## **4.3 C-RAC Co-Chair Responsibilities**

The joint responsibilities of the C-RAC co-chairs will include:

1. Approving and assisting in the development of agenda before it is sent to the C-RAC
2. Facilitating a minimum of twelve C-RAC meetings per year. At these meetings, suggested responsibilities will include:
  - a. Keeping discussions focused on the agenda items
  - b. Keeping discussion items to the time allotted on the agenda
  - c. Deciding when an item requires council vote
  - d. Deciding to table discussion or relegate to a committee when needed
  - e. Assuring subcommittees submit reports
  - f. Requesting input from C-RAC for meeting agendas
  - g. Providing accurate minutes and dissemination of information
3. Communicating with the Subcommittee Chairs and the Technical Team about council activities.

## **4.4 C-RAC Co-Chairs Eligibility Criteria**

1. All members of the C-RAC have the right to nominate and vote for the Community Co-Chair;
2. The Community Co-Chair will be elected by a majority vote from the C-RAC members. The eligibility criteria for nominees are a) not affiliated (e.g. employed, enrolled as students, or spouse/partner of) with Johns Hopkins University; b) have served at least two years as a C-RAC member; c) have actively participated in C-RAC activities; d) has not served consecutively for 3 terms (6 years).
3. The Academic Co-Chair is appointed by the ICTR. The Academic Co-Chair will be a faculty member with experience in community-engaged research.



## 5. C-RAC Subcommittees

The C-RAC has three (3) standing subcommittees that will assist with the development and evaluation of projects and C-RAC activities: 1) Training and Research Collaborations; 2) Governance, Membership and Council Development; 3) Outreach, Engagement and Dissemination.

### 5.1 Responsibilities

The subcommittees are responsible for the following activities (in partnership with the Technical Team):

1. **Group 1 -Training and Research Collaborations:** Engage the researchers participating in community-engaged research. Works with the C-RAC technical support team to provide information and needed training in any area of research. Group 1 will help direct community-engaged research consults, community engagement studios, manuscript proposal development, and writing groups.
2. **Group 2 - Governance, Membership, and Council Development:** Participate in member recruitment, selection, orientation, annual evaluation, and review membership composition. Identify member preference for committee work. Identify trainings to educate the council on specific topics of interests. Group 2 also maintains a list of interests of our current members' interests and participation in C-RAC activities.
3. **Group 3 - Outreach, Engagement, and Dissemination** Provide local residents with information about health issues facing their communities and clinical research being conducted at Johns Hopkins related to those health issues. Information will be shared at community meetings, health fairs, or conferences. In addition, research findings will be provided to the local residents via electronic media, town/community meetings, churches, senior centers, and local schools. Group 3 will also work with the technical support staff to develop educational programs for the community.

## **5.2 C-RAC Subcommittee Co-Chairs**

The C-RAC will elect committee co-chairs by a majority vote that serve for a 2- year term. A member can be elected for up to 3 times for a total of six years. *C-RAC members can nominate themselves or others to serve as a Subcommittee Co-Chair.* The C-RAC has the option to elect subcommittee co-chairs.

## **5.3 C-RAC Co-Chair Responsibilities**

Responsibilities will include:

1. Approving and assisting in the development of agenda before it goes to the subcommittee.
  - a. Facilitating Subcommittee meetings, as needed. Keeping discussions focused on the agenda items.
  - b. Keeping discussion items to the time allotted on the agenda.
2. Working with the Technical Team to plan and evaluate subcommittee projects.
3. Soliciting input from committee members.
4. Reporting on Subcommittee activities at C-RAC meetings.

# 6

## **6. Technical Support**

### **6.1 C-RAC Technical Support**

C-RAC will receive technical support from the CCC of the Johns Hopkins ICTR. A minimum of two CCC technical staff will attend each meeting. Technical support will come in the form of dedicated staff time and resources that will include and not limited to:

1. Assisting with the development of meeting agendas
2. Scheduling of meetings
3. Providing meeting logistics
4. Documenting and circulating meeting minutes
5. Conducting searches of all media platforms for the compilation of items of interest
6. Coordinating and evaluating projects, planned activities, and training opportunities
7. Providing timely updates on all projects, activities, and initiatives
8. Assist with the dissemination of information from community engagement programs locally and nationally



## **7. Meetings**

### **7.1 C-RAC Meetings**

1. The C-RAC meets 12 times per year, the second Monday of each month for 1 ½ hours or as needed.

### **7.2 Subcommittee Meetings**

1. Subcommittees meet at least twice a year or as needed.

# 8

## 8. Voting

### 8.1 Voting Policy

1. The C-RAC will vote on key issues related to its development, changes to procedures, or participation in a particular activity area or project.
  - a. There will be one vote cast, per C-RAC member.
  - b. A simple majority vote will be required for approving a recommended action or position.
2. Conflict of Interest
  - a. Refer to Section 9 Conflict of Interest

### 8.2 Voting Process

1. A vote on an issue may be called by the Co-Chairs or by any voting member of the council.
  - a. A quorum of 51% active and diverse C-RAC members is necessary for a vote to take place. The effort is made to ensure that the Council is diverse and comprised of non-Hopkins affiliated.
2. At the discretion of the Co-Chairs, a vote via e-mail may be conducted
  - a. A quorum of 51% is also required for electronic voting (e.g. e-mail).
3. Declaration of Conflict of Interest:
  - a. Any voting member who has a conflict-of-interest regarding a particular issue must abstain from voting on the issue.
  - b. However, a voting member who has a conflict of interest may comment on a matter prior to the vote and after declaring their conflict.
4. A deadline for voting will be sent out electronically or by appropriate means to reach all members.
  - a. Only votes cast prior to the deadline will be counted

# 9

## 9. Conflict of Interest

### 9.1 Definition

“Conflicts of Interest” are situations in which a C-RAC member has the opportunity or appears to have the opportunity to make decisions on behalf of the C-RAC that can result in professional, personal or financial gain for member, immediate family members, or organizations in which he or she (or his/her family member) hold official positions or financial interest.

### 9.2 Examples of Conflict of Interest

Below are examples of conflicts of interest. This list does not include all potential conflicts of interest.

1. Serving as an employee, consultant, or volunteer of any entity (company or individual), which seeks to do or does business with the C-RAC.
2. Serving as an employee, consultant, volunteer on a project under review by the C-RAC
3. Engaging in activities benefiting a third party in transactions involving the C-RAC.
4. Acceptance by you or a member of your family of gifts or cash that would interfere with your ability to make objective decisions in the best interest of the C-RAC.
5. Being involved in situations, circumstances or arrangements which might interfere with your ability to make objective decisions in the best interest of the C-RAC.

## **9.3 Disclosure Procedures**

1. Each C-RAC Member will be required to sign an Annual Conflict of Interest Disclosure Statement at the first meeting of the calendar year. The Technical Team will maintain copies of the disclosure forms.
2. If an issue is to be decided by the C-RAC that involves potential conflict of interest for a C-RAC member. The member is required to disclose the potential conflict at the beginning of discussions for which the conflict of interest exist may exist.
3. A member who has a conflict of interest may:
  - a. Participate in discussion of the program or motion being considered.
  - b. Not vote on the issue.
  - c. Disclosure of conflict of interest will be recorded in the meeting minutes by the Technical Team.



## 10. Recruitment

### 10.1 Membership Recruitment Process

1. Recruitment will be initiated by the following outreach efforts by C-RAC members, Governance, Membership, and Council Development Subcommittee, and the Technical Team.
  - a. Potential members will be nominated by existing C-RAC members based on needs of the council (Membership Composition Section III).
  - b. Potential members will be provided with information about the C- RAC and membership guidelines.
  - c. Interested individuals will be required to submit a biographical sketch and talk with a member from the Governance, Membership, and Council Development Subcommittee, and the Technical Team.
2. Membership selection will be initiated by the following activities.
  - a. The Technical Team will provide C-RAC members with a list of potential members to vote on. Members will also be provided with the biographical sketch and resumes prior to voting.
  - b. C-RAC members will vote to select new members.



## **11. Rotation onto the Council**

### **11.1 Activation of C-RAC Membership**

1. Individuals may join the Council if they:
  - a. Attend 1 general meeting or one C-RAC activity.
  - b. Receive over 50% of the votes of good standing C-RAC members.
  - c. Provide the Technical Team with a biographical sketch.
  - d. Commit to serving for a 2-year term.
2. New members must attend an orientation session prior to the beginning of their service on the C-RAC.
  - a. The orientation will be conducted by the C-RAC Governance, Membership, and Council Development Subcommittee, and the Technical Team
  - b. The orientation will include information about the following topics: (1) Background and History of C-RAC, (2) Overview of Research and Research Ethics, (3) Community Engaged Research



## **12. Rotation off the Council**

### **12.1 Termination of C-RAC Membership**

Members may be rotated off the board by a C-RAC majority vote for the following reasons:

1. End of term of service
2. No longer able to fulfill responsibilities (i.e. meeting attendance)
3. Misconduct against other council members, technical team, guest researchers, community residents, or others.

Members in good standing, rotated off the council will receive a certificate of service and letter acknowledging their service.



## **13. Amendments to Bylaws**

### **13.1 Amendments**

These bylaws will be reviewed annually. During this review or under an emergency, the bylaws may be amended by a two-thirds vote of the Council.



## 14. Certification

These bylaws were ratified by the C-RAC on February 22, 2012. Bylaws were approved by C-RAC on: 2/15/2018, 11/16/2020, 5/13/2024 and 8/18/2025

### SIGNATURES

DocuSigned by: <i>Roger Clark</i> 597D954B8851406	10/8/2025
Roger Clark, MBA, C-RAC Community Co-chair Johns Hopkins Institute for Clinical and Translational Research	Date

Signed by: <i>Pamela Ouyang</i> 3F3C4F0485FC422	10/13/2025
Pamela Ouyang, MBBS, C-RAC Academic Co-chair Johns Hopkins Institute for Clinical and Translational Research	Date

DocuSigned by: <i>Cheryl Himmelfarb</i> 51009C288C354B4	10/12/2025
Cheryl Himmelfarb, PhD, RN, Director, Community and Collaboration Core, Johns Hopkins Institute for Clinical and Translational Research	Date