Johns Hopkins in Baltimore
Johns Hopkins is Baltimore’s largest employer, a major purchaser of goods and services, a sponsor of construction projects and a magnet for students and visitors. In keeping with the beliefs of their founder and namesake, Johns Hopkins and its affiliates understand that its health and well-being are inextricably tied to the physical, social and economic well-being of the community. Through its operations and those of its affiliates, we estimate that in fiscal year 2017, Johns Hopkins and its affiliates directly and indirectly accounted for nearly $5.5 billion in economic output in Baltimore.

- In fiscal year 2017, Johns Hopkins and its affiliates directly and indirectly accounted for 57,342\(^1\) jobs in Baltimore – a total equivalent to about 21 percent of all private sector wage-and-salary jobs in the City. This total included 39,263 people employed directly by Johns Hopkins at its various locations in Baltimore. More than 64 percent of the 60,867 people directly employed by Johns Hopkins systemwide – in Maryland, the District of Columbia, Florida and elsewhere – worked in Baltimore.

- In addition to its 39,263 regular full- and part-time employees in Baltimore, Johns Hopkins employed 9,105 students in a variety of part-time jobs at its Baltimore locations.

- Of the 60,867 non-student employees who worked for Johns Hopkins in the spring of 2017 (both in Baltimore and elsewhere), 16,202 – about 27 percent of all non-student employees – were residents of Baltimore.

- Wages and salaries (excluding wages paid to student employees) paid by Johns Hopkins to Baltimore residents in fiscal year 2017 totaled more than $1.0 billion.

- In fiscal year 2017, Johns Hopkins spent $487.3 million\(^2\) on purchases of goods and services (including construction) from companies in Baltimore, directly supporting approximately 2,835 jobs.

- We estimate that spending in Baltimore by Johns Hopkins employees who commute into the City, students and visitors from outside the City directly generated $376.2 million in economic output in the City in fiscal year 2017, and 3,376 jobs.

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1. This figure excludes student employees.

2. This total is much larger than that cited for HopkinsLocal because it covers a much wider range of payments (including, for example, rent payments, utilities and insurance) to entities throughout the City.
• Institutions affiliated with Johns Hopkins directly employed 4,185 people in Baltimore in the spring of 2017. Their spending within the City on purchasing and construction directly generated an additional 257 jobs in Baltimore in fiscal year 2017.

• Through the “multiplier effect,” spending by Johns Hopkins, its affiliates, its employees, vendors and contractors, students and visitors, indirectly generated nearly $1.5 billion in economic output in fiscal year 2017 and created 7,425 jobs in Baltimore.

• Johns Hopkins paid nearly $16.7 million in taxes and fees to the City in fiscal year 2017. This does not include usage fees such as the $4.4 million paid for water and sewer usage.
- In fiscal year 2017, Johns Hopkins withheld nearly $262.1 million in state and local income taxes from the earnings of its employees. We estimate that the local share of income taxes paid to Baltimore City from the earnings of Johns Hopkins employees living in the City totaled approximately $18.0 million.

- Under the terms of an agreement that in 2016 was renewed for ten years, Johns Hopkins also makes an annual voluntary contribution to the City. In fiscal year 2017, this voluntary payment totaled $3.26 million.

### Impact of Johns Hopkins, students, visitors, and affiliates in Baltimore, FY 2017 (earnings and output in $ millions)

<table>
<thead>
<tr>
<th></th>
<th>Direct spending impact</th>
<th></th>
<th>Indirect/ induced effects</th>
<th>Total impact</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Employment/ Payroll</td>
<td>Purchasing/ Construction</td>
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<td></td>
</tr>
<tr>
<td>Johns Hopkins</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Jobs</td>
<td>39,263</td>
<td>2,835</td>
<td>5,964</td>
<td>48,062</td>
</tr>
<tr>
<td>Wages</td>
<td>$2,832.8</td>
<td>$170.8</td>
<td>$337.5</td>
<td>$3,341.1</td>
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<tr>
<td>Output</td>
<td>$2,832.8</td>
<td>$487.3</td>
<td>$1,192.0</td>
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<tr>
<td>Affiliate spending</td>
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<td></td>
<td></td>
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<tr>
<td>Jobs</td>
<td>4,185</td>
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<td>644</td>
<td>5,087</td>
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<tr>
<td>Wages</td>
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<td>$17.8</td>
<td>$36.3</td>
<td>$318.1</td>
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<tr>
<td>Output</td>
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<td>$47.0</td>
<td>$129.9</td>
<td>$440.9</td>
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<tr>
<td>Commuter spending</td>
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<td></td>
<td></td>
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<tr>
<td>Jobs</td>
<td>–</td>
<td>739</td>
<td>146</td>
<td>885</td>
</tr>
<tr>
<td>Wages</td>
<td>–</td>
<td>$25.2</td>
<td>$8.7</td>
<td>$33.9</td>
</tr>
<tr>
<td>Output</td>
<td>–</td>
<td>$67.4</td>
<td>$24.7</td>
<td>$92.0</td>
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<tr>
<td>Student spending</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Jobs</td>
<td>–</td>
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<td>334</td>
<td>1,554</td>
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<tr>
<td>Wages</td>
<td>–</td>
<td>$33.8</td>
<td>$19.8</td>
<td>$53.6</td>
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<tr>
<td>Output</td>
<td>–</td>
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<td>$56.1</td>
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<tr>
<td>Visitor spending</td>
<td></td>
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<td></td>
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<tr>
<td>Jobs</td>
<td>–</td>
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<tr>
<td>Wages</td>
<td>–</td>
<td>$56.0</td>
<td>$20.1</td>
<td>$76.2</td>
</tr>
<tr>
<td>Output</td>
<td>–</td>
<td>$125.9</td>
<td>$56.1</td>
<td>$182.0</td>
</tr>
<tr>
<td>TOTAL</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Jobs</td>
<td>43,448</td>
<td>6,469</td>
<td>7,425</td>
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<tr>
<td>Wages</td>
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<td>$303.7</td>
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<tr>
<td>Output</td>
<td>$3,096.8</td>
<td>$910.4</td>
<td>$1,458.9</td>
<td>$5,466.1</td>
</tr>
</tbody>
</table>
Educating Students and Cultivating Lifelong Learning
During the spring of 2017, 23,198 students were enrolled in for-credit programs at Johns Hopkins, including 5,899 undergraduates and 17,299 graduate and professional students. About 3.4 percent of all undergraduates and 12.5 percent of all graduate and professional students were residents of Baltimore.

- In fiscal year 2017, Johns Hopkins provided nearly $53.4 million in financial aid from University sources to students who were residents of Baltimore.
- The Baltimore Scholars Program provides scholarships covering the full cost of attendance at Johns Hopkins for graduates of Baltimore City public high schools from families with incomes below $80,000 who are accepted as full-time undergraduate students at the University. Since the program’s inception in 2005, the value of scholarships awarded to Baltimore Scholars (including future-year commitments to currently enrolled students) has totaled nearly $28.7 million. In 2016-2017, 55 undergraduates participated in the program.
- In November, 2018, University President Ron Daniels announced that Johns Hopkins was adopting a policy of “need-blind” admissions, ensuring that an undergraduate education at Hopkins will be within reach of all qualified, high-achieving students regardless of their ability to pay. This new policy – which will substantially increase the amount of financial aid provided by the University, and eliminate loans from University financial aid packages – was made possible by a $1.8 billion gift from alumnus Michael Bloomberg.
- As of the spring of 2017, 16,411 Johns Hopkins graduates – 7.3 percent of all living alumni – lived in Baltimore. Based on 2017 American Community Survey data, we estimate that 11.7 percent of all Baltimore residents age 18 and over who have at least a bachelor’s degree are graduates of Johns Hopkins.
- During the past few years Johns Hopkins has introduced new undergraduate and graduate degree programs in areas that are well-aligned with opportunities for growth in Baltimore’s economy. Examples include:
  > A new, interdisciplinary undergraduate major in medicine, science and the humanities
  > A Peabody Institute bachelor’s degree in music for new media
  > At the Whiting School of Engineering, a concurrent bachelor’s/master’s degree in security informatics
  > An MS in bioinformatics, offered jointly by the Krieger School of Arts and Sciences and the Whiting School of Engineering
  > A dual MBA/MS degree in biotechnology, offered jointly by the Carey Business School and the Krieger School of Arts and Sciences

- In fiscal year 2017, Johns Hopkins provided nearly $53.4 million in financial aid from University sources to students who were residents of Baltimore.
A dual MBA/MA degree in design leadership, offered jointly by the Carey School and the Maryland Institute College of Art.

- Part-time graduate programs – such as the Whiting School of Engineering’s Engineering for Professionals program – are particularly important for the continued growth of knowledge-based industries in Baltimore. In the spring of 2017, 917 Baltimore residents – the great majority of them working adults – were enrolled part-time in graduate programs at Johns Hopkins.

- Johns Hopkins is also expanding access to its academic programs by offering an ever-growing array of courses and degree programs online. In 2016-2017, a total of 11,480 students were enrolled in for-credit, online graduate and professional courses. In addition to these for-credit programs, millions of students worldwide have since 2014 participated in “massively open online courses” (MOOCs) offered by the Bloomberg School of Public Health.

- In addition to the undergraduate and graduate degree and certificate programs offered by the University, the Johns Hopkins Hospital and Johns Hopkins Bayview Medical Center offer training for Baltimore residents in a wide range of paraprofessional and technical fields, for jobs ranging from facilities maintenance staff and community health workers to diagnostic imaging and anesthesia technicians.

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**Total for-credit enrollment by school, spring 2017**

<table>
<thead>
<tr>
<th>School</th>
<th>Undergraduate</th>
<th>Graduate/professional</th>
</tr>
</thead>
<tbody>
<tr>
<td>Advanced Academic Programs</td>
<td>–</td>
<td>3,223</td>
</tr>
<tr>
<td>Krieger School of Arts and Sciences</td>
<td>3,449</td>
<td>902</td>
</tr>
<tr>
<td>Carey Business School</td>
<td>20</td>
<td>1,984</td>
</tr>
<tr>
<td>School of Education</td>
<td>25</td>
<td>2,160</td>
</tr>
<tr>
<td>Whiting School of Engineering</td>
<td>1,771</td>
<td>1,125</td>
</tr>
<tr>
<td>Engineering for Professionals</td>
<td>–</td>
<td>2,755</td>
</tr>
<tr>
<td>School of Nursing</td>
<td>374</td>
<td>785</td>
</tr>
<tr>
<td>Bloomberg School of Public Health</td>
<td>–</td>
<td>2,026</td>
</tr>
<tr>
<td>Peabody Institute</td>
<td>260</td>
<td>316</td>
</tr>
<tr>
<td>SAIS</td>
<td>–</td>
<td>791</td>
</tr>
<tr>
<td>School of Medicine</td>
<td>–</td>
<td>1,232</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>5,899</strong></td>
<td><strong>17,299</strong></td>
</tr>
</tbody>
</table>
Research that Drives Economic Growth
Johns Hopkins consistently ranks first in research spending among all U.S. universities – by a wide margin. During fiscal year 2017, externally-funded spending at Johns Hopkins on research and related programs totaled more than $3.2 billion. Research and related spending rose by $385.2 million between fiscal year 2014 and fiscal year 2017 – an increase of 13.6 percent.

- Research conducted by the University’s Baltimore-based schools and programs accounted for nearly $1.8 billion of this total. Almost all of this spending is financed from sources outside Baltimore; State and local government funds account for less than one percent of the total spent on research by the University’s Baltimore-based schools in fiscal year 2017.

- The platform that Johns Hopkins provides within a single, integrated enterprise for collaboration across disciplines and among scientists, engineers, clinicians and other professionals is one of its greatest strengths as a research institution. This strength is exemplified by the University’s Bloomberg Distinguished Professorships, 50 new faculty positions established in 2014 with a $250 million gift from alumnus Michael Bloomberg. As of the fall of 2018, 38 of these positions – which are focused on interdisciplinary research, teaching and service – have been filled, with the rest scheduled to be filled in the next few years. The Bloomberg Professorships have already enhanced the University’s ability to attract leading scholars, as well external research funding.

- Johns Hopkins’ ability to sustain the continued growth of its research enterprise in an era of federal budgetary constraints is in part a consequence of recent investments by the University in its ability to compete successfully for federal funds.

> **Discovery Awards**, launched in 2015, provide up to $100,000 to cross-divisional teams of researchers for early-stage work in new areas. Grants of up to $150,000 are also available for work aimed at preparing specific proposals to federal or other funding sources. Teams must include faculty members and other researchers from at least two Johns Hopkins divisions. From 2015 through 2018, Discovery funds have been awarded to 103 cross-divisional teams.

> **Catalyst Awards**, also launched in 2015, provide grants of up to $75,000 to early-career faculty to support promising new research or creative work. From 2015 through 2018, 138 young faculty members have received Catalyst awards.
> The President's Frontier Award, established in 2015 with a $1.25 million donation from Trustee Louis Forster and alumna Kathleen Pike, provides one $250,000 competitive research grant each year to a Johns Hopkins faculty member whose scholarship shows exceptional potential for important future work.

A recent analysis by Johns Hopkins of the impact of these awards found that through fiscal year 2017 they had generated $14.00 in increased federal and other external research funding for every dollar of University funds invested – powerful evidence of the impact of carefully targeted investment in early-stage research.

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Johns Hopkins University* research and related spending by source of funding, FY 2017 (in $000s)

*Excludes Applied Physics Laboratory
Upper left: The Kimmel Cancer Center promotes new developments in cancer research, treatment, and prevention.

Upper right: Graduate students at the Whiting School of Engineering

Bottom: Researchers at the Institute for Cell Engineering
Improving the Health of Baltimore Residents
Johns Hopkins Medicine is one of the world’s leading health systems – and a leading source of high-quality health care for residents of Baltimore. Every year, hundreds of thousands of patients come to Johns Hopkins from around the nation and the world to get care that residents of the City can get here every day.

- During fiscal year 2017, the Johns Hopkins Health System’s six hospitals reported a total of 24,454 inpatient discharges involving Baltimore residents. Most of these visits (90.3 percent of all inpatient discharges involving Baltimore residents) took place within the City at The Johns Hopkins Hospital and Johns Hopkins Bayview Medical Center.

- In fiscal year 2017, the Health System’s hospitals reported a total of 491,415 outpatient visits and 73,343 emergency department visits involving Baltimore residents, most of which (99.5 percent of all outpatient and emergency department visits involving Baltimore patients) took place within the City at The Johns Hopkins Hospital and Johns Hopkins Bayview Medical Center. In addition to these services, Johns Hopkins faculty physicians reported a total of 168,090 outpatient visits by City residents at locations other than those operated by the hospitals.

- The four primary and specialty care centers operated in the City by Johns Hopkins Community Physicians – in East Baltimore, Remington, Canton Crossing and at Johns Hopkins Bayview – reported a total of 155,822 patient visits in fiscal year 2017.

- In fiscal year 2017, John Hopkins Home Care Group provided home health services to 14,872 Baltimore residents.

- In fiscal year 2017, managed care plans administered by Johns Hopkins HealthCare provided comprehensive health care coverage to 89,949 residents of Baltimore – about 14.7 percent of the City’s total population.

- In addition to the institutions that are part of the Health System network, Johns Hopkins owns a 50 percent interest in Mount Washington Pediatric Hospital in Baltimore, a leading provider of specialized services for disabled children. The Hospital is governed by a board that includes representatives of Johns Hopkins and the facility’s other co-owner, the University of Maryland Medical System.

- Baltimore benefits from Johns Hopkins University’s role in the education of health professionals. During the spring of 2017, Johns Hopkins University’s School of Medicine, School of Nursing, and the Bloomberg School of Public Health together enrolled 4,417 students, including 756 who were residents of the City.
As of the spring of 2017, 4,670 graduates of the School of Medicine, the School of Nursing and the Bloomberg School – 10.9 percent of the three Schools' alumni – also lived in Baltimore. Their collective talents help reinforce the City’s position as one of the nation's (and the world's) leading centers for the protection and advancement of human health.

The City also benefits from Johns Hopkins Medicine's role in graduate medical education. In the spring of 2017, 896 residents and 523 fellows were enrolled in graduate medical education at Johns Hopkins, while training at Health System facilities in Baltimore. Residents and fellows represent a valuable addition to Baltimore's physician workforce – one that only a major academic medical center can provide.
Inpatient discharges and outpatient visits at The Johns Hopkins Hospital and Johns Hopkins Bayview Medical Center, by residence of patient, FY 2017

**Inpatient discharges**

- **Baltimore City**: 24,031 (34%)
- **Elsewhere in Maryland**: 36,300 (52%)
- **District of Columbia**: 481 (1%)
- **Elsewhere in the U.S.**: 8,814 (12%)
- **Outside the U.S.**: 633 (1%)

**Outpatient visits**

- **Baltimore City**: 490,152 (34%)
- **Elsewhere in Maryland**: 731,482 (50%)
- **District of Columbia**: 13,199 (1%)
- **Elsewhere in the U.S.**: 198,077 (14%)
- **Outside the U.S.**: 14,410 (1%)
Fueling the Growth of Baltimore's Innovation Economy
During the past five years, Johns Hopkins has significantly expanded its commitment to support translation of the intellectual and human capital developed at Johns Hopkins into new products and services, new businesses and new jobs. This effort is already showing results.

- Under its “Fast Forward” brand, Johns Hopkins Technology Ventures has since 2015 opened four facilities totaling 44,000 square feet – two in East Baltimore and two near the University’s Homewood Campus – that provide co-working, office and lab space, support services and access to equipment for Johns Hopkins-based start-ups. Two of these facilities focus on supporting student start-ups, and two serve commercial start-ups.

- The University offers a growing array of programs aimed at helping students discover and develop their talents as innovators and entrepreneurs. They include:
  
  > An undergraduate minor in entrepreneurship and management
  > A nine-course undergraduate design team program, offered through the Center for Bioengineering Innovation and Design
  > A one-year CBID master’s degree in bioengineering innovation and design
  > The Carey Business School’s “flexible MBA” in entrepreneurship
  > Johns Hopkins Technology Ventures’ “boot camps” for aspiring technology entrepreneurs

- In addition to the resources made available by Johns Hopkins Technology Ventures, several other divisions within the University and Johns Hopkins Health System have emerged as important sources of support for innovation and entrepreneurship.

> The University’s Social Innovation Lab, providing training, space, support services and funding to both University and community-based social entrepreneurs
> The annual Johns Hopkins Business Plan Competition, hosted by the Whiting School of Engineering’s Center for Leadership Education

Left: Fast Forward innovation hub at 1812 Ashland Ave.
The Technology Innovation Center (TIC), established in 2014, is “a hub for clinicians to create novel technology-based solutions that span our medical specialties and practice settings.” TIC works with practitioners to understand specific clinical problems, and to design technology solutions. Clinical-technical teams that make significant progress toward developing new technology solutions with commercial potential are eligible to participate in Hexcite, TIC’s 16-week pre-accelerator program, aimed at bringing participating teams to the point where they are ready to create a company. Since its founding, TIC has assisted in the development of approximately 50 new products and services, many of which are now in use within the Johns Hopkins Health System, and some of which have provided a basis for creation of new companies.

Johns Hopkins HealthCare Solutions, a division of Johns Hopkins HealthCare (JHHC), provides a home for new ventures having shown potential for contributing to JHHC’s goals of expanding access to care, improving its quality, increasing efficiency and reducing costs.

With support from the Saul Zaentz Fund in Film and Media Studies, the University in 2016 launched an incubator for aspiring filmmakers from Johns Hopkins and elsewhere in Baltimore. The incubator provides opportunities for participants to work with veteran writers, directors, producers, actors and other professionals to further the development of their projects.

From its own resources and through partnerships with others, the University also helps young companies and aspiring entrepreneurs get access to capital.

From 2014 through 2017, Johns Hopkins awarded $2.7 million in short-term grants to 40 university faculty members or teams with short-term funding designed to help them through the early stages of translating promising ideas into practical products and services.

Johns Hopkins has also entered into new private-sector partnerships aimed at speeding the pace of translational research. They include:

- Bluefield Innovations, a joint venture with Deerfield Management, a New York City-based venture capital firm, that is investing $65 million in the commercialization of new therapies first developed at Johns Hopkins
- A five-year agreement with Bayer HealthCare aimed at developing and advancing new treatments for diseases of the retina
- Since 2010, 62 start-up companies have been launched in Baltimore based on technologies first developed at Johns Hopkins. Increasingly, these local start-ups are attracting attention from both regional and national venture capital and private equity firms. From January 2017 through December 2018, such firms invested more than $246 million in Baltimore-based start-ups with ties to Johns Hopkins.
In part as a result of programs such as those described above, Baltimore today is home to a growing number of young companies started by University faculty, students, alumni and other members of the Johns Hopkins community.

The University’s Social Innovation Lab (SIL), started in 2011, supports innovative non-profit organizations and socially-oriented for-profit companies seeking to create positive change in Baltimore and elsewhere. Each year SIL provides training, space, support services and funding to a cohort that includes both student and community-based social entrepreneurs, and helps them prepare to launch a new venture. Since 2011, SIL has supported 72 new ventures that have cumulatively secured $37.5 million in funding. SIL has also trained 355 aspiring social entrepreneurs in its annual boot camps.
Building Healthy Communities Together
Since 2003, Johns Hopkins has worked with the City, the State, the Annie E. Casey Foundation, East Baltimore Development Inc. (EBDI), Forest City Science and Technology, residential developers and other partners to support redevelopment of Eager Park, an 88-acre neighborhood adjacent to its East Baltimore campus. Through fiscal year 2017, Johns Hopkins has committed nearly $50 million to this effort. Support from Johns Hopkins has to date included:

- Capital funding for construction of the Henderson Hopkins School, development of public open space and other projects
- Serving as an anchor tenant for 450,000 square feet of new life sciences research and office space
- Through rents paid by its students, indirectly supporting the development of 320 units of graduate student housing
- Supporting development of the neighborhood’s first new owner-occupied housing through its Live Near Your Work program (described below)
- Since 2014, providing $800,000 annually in operating funds to EBDI

Major milestones since 2014 have included:

- Completion of a new, 225,000-square-foot State Health Department lab in 2015
- In 2016, completion of 1812 Ashland Avenue – a 170,000-square-foot life sciences building anchored by Johns Hopkins Technology Ventures

- In 2016, the opening of Eager Park, a five-acre park that provides a new focal point for the neighborhood
- In 2017, the opening of the new 194-room Marriott Residence Inn at Johns Hopkins
- In 2017, completion of 49 units of market-rate, owner-occupied housing

- Under the Homewood Community Partners Initiative (HCPI) Johns Hopkins has committed $10 million to a series of projects in areas such as elementary and secondary education, housing, commercial development and quality-of-life improvements – aimed at strengthening the neighborhoods that surround the University’s Homewood campus. Examples of projects supported with University funds during HPCI’s first five years have included:

  - Renovation of, and introduction of new programs at, the Margaret Brent and Barclay schools
  - Providing 152 Live Near Your Work Grants to Johns Hopkins employees who have bought homes in the HCPI area
  - $800,000 in operating support for the Central Baltimore Partnership

Left: Terraced slope and amphitheater at Eager Park in East Baltimore
Neighborhood commercial revitalization initiatives, such as the Waverly Main Street and North Avenue improvement strategies.

In addition to its cash contributions, Johns Hopkins has used lease agreements to support $173 million in new private investments in the HCPI area – such as Remington Row, a $40 million mixed-use project that includes a JHCP primary care center, and the $18.5 million renovation of the Center Theater, now the home of a joint Johns Hopkins-MICA film program.

- Johns Hopkins also seeks to strengthen neighborhoods through its Live Near Your Work (LNYW) program, which provides grants to encourage Johns Hopkins employees to purchase homes near its principal locations in Baltimore. From fiscal year 2009 through the fall of 2018, 982 homebuyers employed by Johns Hopkins received LNYW grants totaling $10,571,000 – an average of $10,765 per homebuyer – of which $7,561,500 was contributed by Johns Hopkins, along with $3,009,500 provided by the City and the Rouse Foundation.

- Johns Hopkins is engaged in a wide range of partnerships aimed at strengthening K-12 education in Baltimore and expanding educational opportunities for the City's young residents. Examples include:

  > Collaborating with Paul Laurence Dunbar High School to launch one of Maryland's first two P-TECH (Pathways in Technology Early College High School) programs. P-TECH an innovative program that prepares students for careers in science and technology by combining rigorous high school studies with work for a corporate partner and a two-year community college degree. Dunbar's program is focused on preparing students for careers in health information. Its first cohort of 50 students was enrolled in September 2016; 83 percent of participating students were from low-income families, and 100 percent were either African-American or Latino.

  > STEM Achievement in Baltimore Elementary Schools (SABES), a program that seeks to improve science education in grades 3 to 5 in nine of the City's elementary schools.

  > Vision for Baltimore, a program launched in 2016 by Johns Hopkins, the Baltimore City Health Department, the Baltimore City Public Schools and Vision for Learning that is providing free vision screenings to all K-8 students in the City's public schools, and free eyeglasses (donated by manufacturer and online retailer Warby Parker) to students who need them. As of December 2018, the program had provided screenings to 43,000 students, and distributed 5,000 pairs of eyeglasses.
Johns Hopkins has been a partner in the City’s efforts to reduce violent crime and drug (especially opioid) abuse.

> The Johns Hopkins Hospital’s Broadway Center for Addiction is one of Baltimore’s leading providers of treatment for opioid abuse. The Center – which serves about 400 patients each year – provides initial screening, referrals to inpatient detox (when needed) at the Hospital, and a comprehensive program of outpatient services that includes treatment with drugs that block the craving for opioids; individual and group counseling; and health and social services. Because most of its patients are homeless, the Center also works with local organizations to provide transitional housing.

> In 2016 the University and the City launched the Johns Hopkins-Baltimore Collaborative for Violence Reduction – an effort to assist the Baltimore Police Department in developing more effective approaches to reducing gun violence in Baltimore, while also taking into account community concerns about previous BPD attempts to address the problem. University researchers have worked with the BPD to evaluate and strengthen existing anti-violence programs; to develop strategies for reducing illegal gun ownership; and to improve police-community relations.

Johns Hopkins is also an important cultural resource for Baltimore-area communities. For example:

> Peabody Preparatory provides music lessons, classes and other programs for area residents, both children and adults, at all levels of proficiency. In the fall of 2018, 1,914 were enrolled in Prep courses and programs, including 708 who were residents of Baltimore.

> In partnership with 23 local community organizations, Peabody Institute students in 2017-2018 presented 175 “community performances” in neighborhoods across the City.

Baltimore neighborhoods and their residents also benefit from engagement of Johns Hopkins students in various forms of community service. In 2016-2017:

> Homewood students performed more than 124,500 hours of community service. Over 3,600 students performed nearly 100,600 hours of community service work through Center for Social Concern-based programs.

> Nearly 1,300 students from the East Baltimore campus performed more than 63,950 hours of community service work through programs affiliated with SOURCE (the Student Outreach Resource Center), which provides a focal point for community engagement at the School of Medicine, the School of Nursing and the Bloomberg School of Public Health.
The Impact of Affiliated Institutions
Beyond the impact of Johns Hopkins itself, Baltimore’s economy is strengthened by the presence of institutions that are affiliated with or which have chosen to locate on or near Johns Hopkins’ campuses. While they exist separately from Johns Hopkins and have their own leadership, governing structures and funding, were it not for the presence of Johns Hopkins these institutions might not have located in Baltimore. The most notable are:

- The Kennedy Krieger Institute, with 2,640 employees, an extensive program of health care, rehabilitation and education for children with disabilities, and nearly $35.8 million in research spending in fiscal year 2017
- The Space Telescope Science Institute, with 661 employees and $156.6 million in research spending
- The Mount Washington Pediatric Hospital, an affiliate of both the University of Maryland Medical System and Johns Hopkins, with 585 employees
- The Lieber Institute for Brain Development, with 99 employees and $19.1 million in research spending
- The Howard Hughes Medical Institute, located at Johns Hopkins, with 46 employees and $4.8 million in research spending
- The Johns Hopkins Federal Credit Union, with 79 employees
- The Carnegie Institution for Science, Department of Embryology, with 75 employees and nearly $11.1 million in research spending

Together these institutions employed 4,185 people in Baltimore in the spring of 2017.

Left: An engineer works on equipment that will be used to test the James Webb Space Telescope, the successor to the Hubble Space Telescope.

Right: Kennedy Krieger Institute on N. Broadway
Johns Hopkins and the Future of Baltimore’s Economy
During the next five to ten years, changes in the environments in which Johns Hopkins operates are likely to provide multiple opportunities to expand the University’s and the Health System’s contributions to the vitality of Baltimore’s economy and to its residents’ quality of life. At the same time, the University and the Health System are likely to confront a number of challenges that could undermine their ability to contribute to the process of building a better future for Baltimore.

- Johns Hopkins is well-positioned to keep attracting and developing the talented undergraduates, graduate and professional students, post-docs, residents, researchers and clinicians on whom the continued growth of the City’s increasingly knowledge-based economy depends. However, any new restrictions on international students, scholars, health care providers and entrepreneurs – or even the perception that the U.S. is a less welcoming place – could present a serious threat to the City’s economy.

- The University’s position as one of the world’s leading research centers, the diversity of its research enterprise and its growing strength in cross-disciplinary research mean that it is similarly well-positioned to increase its external research revenues. But at the same time, the University’s continuing success in attracting external research support makes it particularly vulnerable to across-the-board cutbacks in federal funding. Such cutbacks – not just in direct research spending but in the indirect cost components of federal research funding – could have a devastating effect on Baltimore’s economy. Johns Hopkins, the City and the State have a shared interest in conveying to Congress the critical importance of maintaining federal support for university research.
As noted previously, Johns Hopkins has in the past five years greatly broadened and deepened its support for innovation and entrepreneurship. This effort is already paying off, both for the University and for Baltimore, and over the next five years the payoff is almost certain to increase. The challenge now is to take both the University and the City to the next level – to solidify Baltimore’s place as one of America’s leading centers of innovation.

Despite some real progress during the past decade, the U.S. has still not succeeded in balancing the goals of expanding access to health care, improving its quality and reducing its costs. While there is no easy answer, it has become clear that innovation – in health care technology, delivery, management and financing – is probably the one essential requirement for achieving all three of these goals. Few if any U.S. health care networks are as well-positioned as Johns Hopkins to address this challenge – and to the extent that it can succeed in doing so, Baltimore will benefit.

Investments by Johns Hopkins such as those described previously, and programs such as HopkinsLocal (highlighted on the following page), will make the neighborhoods in which it operates more attractive places to live, work and do business, and will create new opportunities for residents of those neighborhoods. To maximize its return on those investments, however, Johns Hopkins will have to continue to broaden and deepen its Baltimore partnerships – with the City, with local institutions and organizations, with the business community and with neighborhood residents.

The $1.8 billion gift from Michael Bloomberg cited previously will help make a Johns Hopkins education accessible to many more low- and lower-middle-income students. However, the barriers that these students face are often not just financial. The challenge for Johns Hopkins will be to use its adoption of need-blind admissions as an opportunity to address the full range of problems that lower-income students so often confront in their pursuit of a high-quality education – and thus increase the number of lower-income students who attend and succeed at the University.
During its second year, HopkinsLocal continued to measure its accomplishments against specific goals to increase economic opportunity in Baltimore City through construction, hiring, and purchasing activities, and to share that progress with the community.

**BUILD**

- **20.3%** of addressable construction spending, a total of $61.3 million, was committed to contractors that were minority-owned, women-owned, or disadvantaged business enterprises.

**HIRE**

- **332** new hires for a set of targeted positions live in focus area Baltimore City ZIP codes, making up 45 percent of hires in those categories.

**BUY**

- **$20.5M** increase in spending in targeted categories with local businesses, representing a 23% increase over the baseline year and contributing to $109.7 million in total local spending.

All Year Two statistics are from fiscal year 2017, July 1, 2016 to June 30, 2017.