Johns Hopkins
Across Maryland, the District of Columbia, Florida and Beyond
Johns Hopkins is Maryland’s largest private 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 $12.2 billion in economic output in Maryland, the District of Columbia and Florida.

- In fiscal year 2017, Johns Hopkins and its affiliates directly and indirectly accounted for more than 95,000 jobs1 in Maryland, including 52,606 people employed directly by Johns Hopkins at its various Maryland locations with a payroll of more than $4.0 billion.
- In addition to its 52,606 regular full- and part-time employees, Johns Hopkins employed 9,341 students at its Maryland locations in a variety of part-time jobs.
- In the spring of 2017, 51,111 regular full- and part-time Johns Hopkins employees (about 84 percent of all non-student employees) lived in Maryland.
- In fiscal year 2017, Johns Hopkins spent more than $1.2 billion on purchases of goods and services (including construction) from companies in Maryland, directly supporting 7,636 jobs in Maryland.

**Nearly $12.2 billion in total economic impact in 2017 ($11 billion in Maryland)**

- We estimate that spending in Maryland by Johns Hopkins students and visitors from out-of-state directly generated $247.6 million in economic output in Maryland in fiscal year 2017, and 2,181 jobs in Maryland.
- Institutions affiliated with Johns Hopkins directly employed 4,185 people in Maryland in the spring of 2017. Their spending on purchasing and construction directly generated an additional 423 jobs in Maryland in fiscal year 2017.
- Through the “multiplier effect,” spending by Johns Hopkins, its employees, vendors, contractors, students, visitors and affiliated institutions indirectly generated more than $5.2 billion in economic output and 28,070 jobs in Maryland.

1. This figure excludes student employees.
Beyond Maryland, in fiscal year 2017:

> Johns Hopkins directly employed 3,313 people (excluding students) at its various locations in D.C., with a payroll of $187.4 million; and through payments of approximately $76.6 million to D.C. vendors and contractors, directly supported 352 additional jobs in D.C.

> Johns Hopkins directly employed 3,160 people at Johns Hopkins All Children's Hospital and facilities in Florida, with a payroll of nearly $243.0 million. Through payments of nearly $110.1 million to Florida vendors and contractors, Johns Hopkins directly supported an additional 769 jobs in Florida.

- A significant share of the money Johns Hopkins spends on purchasing and construction is paid to minority- and women-owned businesses. In fiscal year 2017, Johns Hopkins spent $100.7 million on goods, services and construction work provided by minority- and women-owned businesses, including nearly $65.1 million paid to vendors and contractors in Maryland.

- Johns Hopkins withheld nearly $262.1 million in Maryland State income taxes from the earnings of its employees in fiscal year 2017, and paid more than $21.1 million in taxes and fees to local governments in Maryland. This does not include usage fees such as the $4.4 million in fees paid for water and sewer service.
> Approximately $29.4 million in local spending by Johns Hopkins students enrolled in the SAIS Washington program, visitors to patients at Sibley Memorial Hospital and employees who commute into D.C. directly supported 247 jobs in D.C.

> Through the multiplier effect, spending by Johns Hopkins, its employees, vendors, contractors, students and visitors indirectly generated 570 jobs and $121.0 million in economic output in D.C., and 2,306 jobs and $373.8 million in economic output in Florida.

> Combining all these impacts, we estimate that in fiscal year 2017, spending by Johns Hopkins, its employees, vendors, contractors, students and affiliates in Maryland, D.C. and Florida directly and indirectly accounted for:

> 105,819 jobs in Maryland, D.C. and Florida, with wages and salaries totaling nearly $7.0 billion

> Nearly $12.2 billion in economic output in Maryland, D.C. and Florida

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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 11.4 percent of all undergraduates and 31.4 percent of all graduate and professional students were residents of Maryland.

- In fiscal year 2017, Johns Hopkins provided more than $80.7 million in financial aid from University sources to students who were residents of Maryland.
- As of the spring of 2017, 75,660 Johns Hopkins graduates – 33.5 percent of all living alumni – lived in Maryland.
- In 2016-2017, Johns Hopkins awarded 1,498 undergraduate degrees and 6,321 graduate, professional and medical degrees. Approximately 17.6 percent of all undergraduate degrees and 28.3 percent of all graduate, professional and medical degrees were awarded to Maryland residents. Additionally, 734 certificates were awarded, including 268 (36.5 percent of the total) awarded to Maryland residents.
- During the past few years Johns Hopkins has introduced new undergraduate degree programs in areas that are well-aligned with opportunities for growth in Maryland’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
  > The Johns Hopkins-MedImmune Scholars Program, in which PhD students in biomedicine gain experience in research and drug discovery and development while at Gaithersburg-based MedImmune, one of Maryland’s leading biopharmaceutical companies
  > A new Doctor of Engineering program, designed for full-time working professionals. The program was developed by Whiting School faculty in collaboration with scientists and engineers at the Applied Physics Lab and several leading Maryland companies.
- Part-time graduate programs – such as the Whiting School’s Engineering for Professionals program and the Krieger School of Arts and Sciences Advanced Academic Programs – are particularly important for the continued growth of knowledge-based industries in Maryland. In the spring of 2017, 3,395 Maryland residents – the great majority of them working adults – were enrolled part-time in graduate programs at Johns Hopkins.
In 2016 Johns Hopkins joined twelve other independent colleges and universities in Maryland in a commitment to match grants the State provides to low-income students attending these institutions. Through this Maryland Guaranteed Access Partnership, students from Maryland families with incomes below 130 percent of the federal poverty level ($32,630 as of 2018) who maintain a GPA of at least 2.5 are eligible for up to $35,000 in combined state and University financial aid annually, for up to four years.

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 Johns 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.

Johns Hopkins is also expanding access to its academic programs by offering an ever-growing array of courses and degree programs online. Graduate programs now available entirely online include:

> 21 master’s degree programs in the Krieger School of Arts and Sciences
> 19 master’s degrees in the Whiting School of Engineering
> Six master’s degrees in the Bloomberg School of Public Health
> The Carey Business School’s Flexible MBA program
> Three doctoral programs – in Education, Nursing and Public Health
> 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.
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.

- Almost all of this spending is financed from sources outside Maryland. State and local government funds accounted for less than 0.6 percent of all research and related spending at Johns Hopkins in fiscal year 2017.

- With revenues of more than $1.4 billion in fiscal year 2017, the Applied Physics Laboratory (APL) in Laurel, Maryland is one of the largest university-affiliated research centers in the United States, and Howard County’s largest private employer. APL’s work encompasses research on national security problems, the development and testing of new defense technologies, information security, the planning and management of major space missions for NASA, and the development of innovative medical devices. Notable developments since 2014 have included:

  > Development of a framework for the integration of multiple cybersecurity systems (IACD – Integrated Adaptive Cyber Defense). With several partners, APL is now working on deployment of IACD in the financial services sector.

  > In 2015, the historic flyby of Pluto by NASA’s New Horizons space probe, built and managed by APL; and the development and 2018 launch of NASA’s Parker Solar Probe, which will fly closer to the sun than any previous spacecraft – also built and managed by APL.

  > Development of portable technologies for low-cost production of vaccines and other therapeutics in remote areas under adverse conditions.

  > A contract from the Centers for Disease Control in 2017 for continued development and maintenance of ESSENCE, a web-based surveillance system that collects and analyzes a wide range of data from diverse non-traditional sources to provide early indicators at the local community level of potential disease outbreaks and other emerging bio-threats.

Left: Artist rendering of APL’s Parker Solar Probe in front of the sun.
• Other Johns Hopkins research centers in Maryland (in addition to those in Baltimore) include:

> The Bloomberg School of Public Health’s Comstock Center for Public Health Research and Prevention, Hagerstown, which since 1921 has been conducting large-scale, long-term studies of cardiovascular risk, cancer and other public health issues among residents of Washington County.

> The Whiting School of Engineering’s Advanced Engine and Rocket Fuels Lab, Columbia, which for more than 70 years has been providing research on liquid-fuel propulsion systems to federal agencies, industry and academic experts.

• 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.

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**Computing power for a data-driven economy**

The Maryland Advanced Research Computing Center (MARCC, pronounced “MAR-see”) is a shared facility of The Johns Hopkins University and the University of Maryland College Park, located on the Johns Hopkins Bayview Medical Center campus in Baltimore. With $27.1 million in financing provided by the Maryland Legislature, construction of the new computing center was completed in 2015.

Since its opening, MARCC has provided Johns Hopkins and University of Maryland faculty members, staff, students and post-docs with a level of computing power that had previously not been available within the state. It enables researchers to apply the methods and tools of “big data” to a wide range of problems across a wide range of disciplines; and to do so much more quickly and at lower cost than they ever could before. From its opening through June 2017, MARCC had supported approximately 250 research projects involving 500 university faculty and staff, 1,000 graduate students and 200 undergraduates.
Above: The Skip Viragh Outpatient Cancer Building provides clinical services to patients and has multidisciplinary clinics for diagnostic and treatment-planning services.

Johns Hopkins research and related spending by source of funding, FY 2017 (in $000s)
Improving the Health of the Community
Johns Hopkins is a leading source of high-quality health care for residents of Maryland. For the past several years, Johns Hopkins has steadily expanded the range of services it provides in Maryland, grown the number of state residents its health plans cover, and increased the number of visits by Maryland residents to Johns Hopkins providers.

- In fiscal year 2017, clinics at or operated by the Health System’s hospitals reported a total of 1,362,086 outpatient visits involving Maryland residents, and 210,502 emergency room visits. In addition to these services:
  
  > Johns Hopkins faculty physicians reported a total of 890,714 outpatient visits by Maryland residents at locations other than those operated by the hospitals.
  > The 35 primary and specialty care centers operated in Maryland by Johns Hopkins Community Physicians reported a total of 904,784 patient visits.

- In fiscal year 2017, Johns Hopkins Home Care Group provided home health services to 67,055 Maryland residents, and 12,453 patients living outside the State. In addition, Potomac Home Health Care – a non-profit joint venture of Sibley Memorial Hospital and Suburban Hospital – provided home care services to 2,000 residents of Montgomery County, and 900 D.C. residents.

- In fiscal year 2017, managed care plans administered by Johns Hopkins HealthCare provided comprehensive health care coverage to 396,148 residents of Maryland – about 6.6 percent of the State’s total population.

- Outside of Maryland, other facilities that are part of the Johns Hopkins Health System also provide essential health services to residents of their respective communities:
  
  > During fiscal year 2017, Sibley Memorial Hospital, located in Washington, D.C., provided inpatient care to 7,084 D.C. residents, and reported a total of 34,820 outpatient visits and 18,410 emergency room visits involving D.C. residents.
  > The three primary and specialty care centers operated in D.C. by Johns Hopkins Community Physicians reported a total of 27,277 visits in fiscal year 2017.
  > Johns Hopkins All Children's Hospital, located in St. Petersburg, Florida, provided inpatient care to 6,832 Florida residents, and reported a total of 223,103 outpatient visits and 47,263 emergency room visits involving Florida residents in fiscal year 2017.
  > In addition to its hospital-based outpatient services, Johns Hopkins All Children's Hospital's eight regional Outpatient Care Centers reported a total of 118,565 outpatient visits in fiscal year 2017.

Left: Outpatient cardiac rehabilitation at Howard County General Hospital
During the past few years, Johns Hopkins has undertaken major investments in its community hospitals and outpatient clinics, and at Johns Hopkins All Children’s Hospital, including:

> A 300,000-square-foot expansion and of its facilities at Suburban Hospital, to be completed in 2020
> In 2018, opening a new branch of the Armstrong Institute for Quality and Patient Safety at Howard County General Hospital – the first Armstrong Institute center to be located in a community hospital
> Sibley Memorial Hospital’s new, $200 million proton therapy center, scheduled to open in mid-2019
> Construction of a new research and education building at Johns Hopkins All Children’s, opened in 2018
> A 110,000-square-foot expansion of the Johns Hopkins Health Care and Surgery Center at Green Springs Station

These and other investments will help ensure that Johns Hopkins stays at the leading edge of health care quality, access and innovation, in Maryland and beyond.

Total patient visits at Johns Hopkins entities, by residence of patient, FY 2014 – FY 2017 (in thousands)

- **Maryland**
- **D.C.**
- **Florida**
- **Elsewhere in the U.S.**
- **Outside the U.S.**
Impacts Around the Globe
Over the past two decades, Johns Hopkins has increasingly impacted every corner of the world – providing leading-edge care for patients and families from nearly 190 countries and working hand in hand with affiliates on six continents to raise the standard of health care. The State benefits economically from international patients who come to Maryland for medical treatment at Johns Hopkins, and from Johns Hopkins International’s (JHI) collaborations with foreign health care providers. Other impacts include:

- Jhpiego, a Johns Hopkins organization based in Baltimore, is a world leader in the development and deployment of innovative approaches to improving the health of women and their families in low-income communities around the world. From $39.5 million in fiscal year 2003, Jhpiego's revenues have grown to $399.9 million in fiscal year 2017.

- Johns Hopkins is also a leader in preparing students to live and work in an increasingly integrated world – through the degree programs offered by the D.C.-based Paul H. Nitze School of Advanced International Studies, the Carey School’s Global MBA program, programs in global health and others.

- Johns Hopkins conducts research in Europe, Asia, the Middle East, Africa and Latin America in fields as diverse as anthropology, international studies, public health, environmental science and national security. In fiscal year 2017, about 12.8 percent of all University research activity (as measured by spending) occurred outside the U.S. This expanding global knowledge base – and the network of relationships developed in the course of building it – can be a valuable source of future economic growth.

- Johns Hopkins Aramco Health Care, established in 2013, combines Johns Hopkins Medicine's expertise in clinical care, research and education with the health care delivery system operated by Saudi Aramco (a major oil producer) for its employees in Saudi Arabia and their families – a total of 350,000 people.

Left: Students from the Carey Business School's Global MBA program pose with Rwandan villagers during a project abroad.
Fueling the Growth of Maryland’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 44,200 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:

  > 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
  > The annual Johns Hopkins Business Plan Competition, hosted by the Whiting School of Engineering’s Center for Leadership Education

- 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 in Maryland.

  > Central Spark is an innovation center for APL scientists, engineers and staff, providing space for collaboration, design work, maker space, training facilities and media resources. Perhaps most important, it provides space, time and freedom to develop and test new ideas relevant to the Lab’s work – especially ideas that bridge the multiple domains across which the Lab works.

Left: A prosthetic hand and arm developed by the APL can not only grab objects as a single movement but can wiggle fingers individually and independently of one another.
> Sibley Memorial Hospital’s Innovation Hub, opened in 2014, provides 6,000 square feet of dedicated space, support staff and equipment, all devoted to helping clinicians, staff and others (including patients’ family members and community residents) work through and develop their ideas for new products, new services and new procedures that have the potential to enhance the quality and reduce the cost of health care, especially in community hospital settings.

> The University’s Montgomery County Campus provides space and supportive services for life sciences and other technology start-ups, small companies and non-profit research organizations. As of mid-2018, the Campus was home to 33 such tenants.

> Johns Hopkins Medicine’s 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.

> TIC has also worked with teams of Johns Hopkins researchers and clinicians to realize the potential of precision medicine, science that combines individual patient data with family history, demographic, environmental and lifestyle data to develop new approaches to diagnosis and treatment that are tailored to each patient’s needs. Based on the work of these teams, Johns Hopkins Medicine has established Precision Medicine Centers of Excellence dealing with prostate cancer and multiple sclerosis.

> Johns Hopkins HealthCare Solutions, a division of Glen Burnie-based 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.

• Since 2010, a growing number of start-up companies have been launched in Maryland by Johns Hopkins faculty members or alumni, by former APL employees, or based on technologies first developed at Johns Hopkins. Increasingly, these companies 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 $600 million in Maryland-based start-ups with ties to Johns Hopkins.
This year, JHTV’s Technology Transfer group processed 463 invention disclosures, secured 150 new patents and executed 138 new agreements. The office also consulted with dozens of inventors to analyze the market for, plan the development of and secure funding for early stage technologies.

**IMPACT**

- **463** invention disclosures received
- **$16.5M** in licensing revenue
- **138** licenses & options
- **150** new U.S. patents issued
- **20%** increase over FY17 issued patents
- **868** active technologies with U.S. issued patents
- **2,864** active, issued U.S. and foreign patents
- **4,594** material transfer agreements completed

**2018 YEAR IN BRIEF**

Technology Transfer supported the advancement of an exciting array of ideas and discoveries from across campus. FastForward startups had an extraordinary year raising venture capital, and students from every corner of Hopkins embraced entrepreneurship through the space, funding and programming available at FastForward U. Corporate Partnerships had a banner year, celebrating a number of new and expanded collaborations.

**NEWLY CREATED STARTUP COMPANIES**

- Atana
- Otoglobal Health
- Treyetech
- VersaMaker
- Weel

- 5 student startups were awarded the Ralph S. O’Connor Undergraduate Entrepreneurship Fund for a combined total of up to $50,000

- 8 newly created startup companies

- 20 teams receiving Maryland Innovation Initiative funding totaling $2.4 million

- 23 student teams received new student "Spark" grants

- 966 hours of mentorship provided by mentors in residence

- 207 student-led ventures were supported, and they raised over $8 million

- 3Dnamics
- Dracen Pharmaceuticals
- Escient Pharmaceuticals
- EduMD, LLC
- ETICH
- Healytics
- HIF Therapeutics
- Musina Ventures (Pty) Ltd
- Neuro Motor Innovations

- 868 active technologies with U.S. issued patents

- 2,864 active, issued U.S. and foreign patents

- 4,594 material transfer agreements completed

- $11.4 million raised by startups in small business innovation research funding

- 10 teams in the Social Innovation Lab

- 966 hours of mentorship provided by mentors in residence

- 207 student-led ventures were supported, and they raised over $8 million
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.

• 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.

• Johns Hopkins 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.

• Like other not-for-profit hospitals, the six Johns Hopkins Health System hospitals are required by the federal government to track and report annually on the benefits they provide to their local communities, such as charity care, health education programs, support for community organizations and participation in local community improvement projects. For fiscal year 2017, the community benefits provided by The Johns Hopkins Hospital, Johns Hopkins Bayview Medical Center, Howard County General Hospital and Suburban Hospital were valued at more than $306.8 million.

• In addition to this total, community benefits provided in D.C. by Sibley Memorial Hospital in fiscal year 2017 were valued at $19.6 million, and those provided by Johns Hopkins All Children’s Hospital in Florida at nearly $32.6 million.

• Johns Hopkins is engaged in a wide range of partnerships aimed at strengthening K-12 education in Maryland and expanding educational opportunities for the State’s young residents. In addition to its partnerships in Baltimore, examples include:

Left: Howard County General Hospital’s President Steve Snelgrove assists with a Habitat for Humanity project.
> During the 2016-2017 academic year, placement of approximately 344 School of Education graduate students in teaching, counseling and other internships in 204 schools, institutions and community organizations in Maryland

> APL’s Student Program to Inspire, Relate and Enrich (ASPIRE), which during the 2016-2017 school year and the following summer placed 211 high school juniors and seniors in one-on-one internships at APL in areas such as computer science, engineering, physics and applied math. During the academic year student interns worked at APL for at least five hours each week; summer interns worked at the Lab at least 25 hours a week for six weeks.

> Marydand MESA, an extracurricular science program at APL for students in grades 3 to 12 that serves approximately 2,500 students and 160 teachers each year

> Girl Power, APL’s annual STEM expo, which each year draws approximately 600 elementary, middle and high school girls and their families to the Lab for a day of activities designed to inform them about and interest them in STEM education and career opportunities

> Medical Explorers, a program offered by both Johns Hopkins All Children’s Hospital and Sibley Memorial Hospital, provides high school students with opportunities to meet with and learn from health care professionals about the career opportunities the field offers

> Johns Hopkins All Children’s Hospital is the lead agency for the Safe Routes to School program. This is a school-based injury prevention program funded statewide by the Florida Department of Transportation that reaches more than 100,000 students and educators in Florida annually to educate K-8 students on proper biking and pedestrian conduct.

> In addition to the programs it offers in Baltimore, Peabody Preparatory provides music lessons, classes and other programs for children and adults, at all levels of proficiency, at its locations in Towson, Annapolis and Columbia. In the fall of 2018, 1,914 students were enrolled in Prep courses and programs, including 708 who lived in Baltimore and 1,167 who lived elsewhere in Maryland.

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*Top right:* Frontier Elementary School students in Florida fitted for bike helmets.

*Bottom right:* Sibley, Grand Oaks, and Club Memory participants at the Walk to End Alzheimer’s.
Johns Hopkins and the Future of Maryland’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 growth of Maryland’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 creation of a better future for Maryland.

- Johns Hopkins is one of the world’s leading research institutions, with strengths that span the humanities and social sciences, the physical sciences and engineering, medicine and public health, space and national security. The diversity of its research enterprise and its growing strength in cross-disciplinary research mean that it is especially 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 the local 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.

- 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 Maryland’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 State’s economy.

Left: The Tutorial Project pairs JHU students with children in grades 1-5 who receive help in reading and math.
• 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 – for the University and the State – and over the next five years that payoff is almost certain to increase. The challenge now is to take both (and their partners in Maryland’s innovation ecosystem) to the next level, and to solidify Maryland’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, Maryland will benefit.

• Investments by Johns Hopkins such as those described previously will make the communities 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 local partnerships – with Baltimore City, with communities in Howard and Montgomery counties, 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.