JOHNS HOPKINS
UNIVERSITY & MEDICINE

Investing in and serving neighboring communities.
This report was prepared by Appleseed in partnership with the Johns Hopkins Office of Government and Community Affairs. Appleseed is a New York City-based consulting firm, founded in 1993, that provides economic research and analysis and economic development planning services to government, non-profit and corporate clients.

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Since its founding in the late nineteenth century, Johns Hopkins has been committed to investing in and serving the communities in which it operates. This report examines the University’s and the Health System’s commitment to and engagement with the communities in which they operate, focusing in particular on seven aspects of that engagement:

- Investments in neighboring communities
- Including local residents and businesses in the development and operations of the Johns Hopkins enterprise
- Improving elementary and secondary education and expanding educational opportunity for young residents of Baltimore
- Expanding access to – and improving the quality of – health care
- Supporting local efforts to reduce crime and violence in Baltimore
- Student engagement in community outreach
- The University’s role as a cultural resource for local communities

The programs highlighted here are examples of many Johns Hopkins community engagement programs and partnerships. Other activities include after school programs, community recreation center operations and programming support, food pantries and healthy eating programs among many others.

**Investing in neighboring communities**

Johns Hopkins University and the Johns Hopkins Health System have invested tens of millions of dollars in Baltimore neighborhoods.

**Revitalizing East Baltimore**

Since 2003, Johns Hopkins has been collaborating with the City, the State, the Annie E. Casey Foundation, private developers and community organizations in the redevelopment of the Eager Park neighborhood, an 88-acre area adjacent to Johns Hopkins Medicine's East Baltimore campus. As revised in 2012, the master plan for the area provides for the development of more than 1,200 units of new and rehabilitated housing, a six-acre park, a school, a 1.5-million-square-foot Science + Technology Park and 144,000 square feet of retail space.

During its first dozen years – despite being slowed by the financial crisis of 2008 and the recession that followed – the project recorded some notable accomplishments, including:

- In 2009, completion of the first building in the Science + Technology Park – the 300,000-square-foot Rangos Research Building.
- In 2011, renovation of a landmark former police station at 1809 Ashland Avenue; the building now houses the University’s Berman Institute of Bioethics.
- 929 Apartments, a privately-developed, 321-unit residential building completed in 2012, that houses Johns Hopkins graduate students, employees and other tenants.
- A total of 249 other units of new housing, including approximately 200 low-income units.
During the past several years, the neighborhood's progress has accelerated on several fronts. Major milestones have included:

- The Maryland Department of Health and Mental Hygiene's $171 million, 235,000-square-foot Public Health Laboratory – the second building in the Science + Technology Park, opened 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; it includes a playground, a performance space and other amenities
- A 10-story, 1,450-space parking garage with a Walgreen's pharmacy on the building's first floor, completed in 2012.
- The Henderson-Hopkins School, a 90,000-square-foot K-8 school with space for 540 students, completed in 2013. It was developed at a cost of $43 million through capital contributions from Johns Hopkins and several local and national foundations, without state or city funding, and is managed by the Johns Hopkins School of Education in collaboration with Morgan State University.
- The Harry and Jeanette Weinberg Early Childhood Center, co-located at the Henderson-Hopkins School, opened in September 2014 and is operated by Downtown Baltimore Child Care, Inc. with oversight by the Johns Hopkins Office of Work, Life and Engagement. Currently there are 74 pre-school children enrolled.
• In 2016, the successful sale of 49 new units of market-rate, owner-occupied housing – the first such units in the neighborhood
• The opening in 2017 of a new 194-room Marriott Residence Inn at Johns Hopkins

Through fiscal year 2019, Johns Hopkins has committed approximately $51 million to this effort. Support from Johns Hopkins has to date included:

• Direct capital contributions – for construction of the Henderson Hopkins School, development of Eager Park 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 the 321-unit rental building at 929 North Wolfe
• 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 East Baltimore Development Inc. (EBDI)
Strengthening Homewood

Johns Hopkins' involvement in efforts to strengthen the neighborhoods in which the University and the Health System operate reflects both their longstanding and in recent years, redoubled commitment to community service, and their own institutional interests. In 2012, a report prepared for the University noted that applicants who are accepted at Johns Hopkins but who choose to enroll elsewhere often cite conditions in the surrounding area as being among the reasons for their decision. At the same time, many residents of surrounding neighborhoods believed that Johns Hopkins should be doing more to address problems that affect both the University and the community.

Johns Hopkins' commitment to the East Baltimore community extends beyond the formal boundaries of the Eager Park redevelopment area. In June 2019 the Southern Baptist Church and its community arm, the Mary Harvin Transformation Center Community Development Corporation (CDC), unveiled plans for development of the Southern Streams Health and Wellness Center, a 120,000-square-foot complex to be constructed on North Chester Street in the Broadway East neighborhood, about a mile north of the Johns Hopkins Hospital. The Center will house tenants providing medical, dental, pharmacy and other community services to residents of Broadway East. The Church and the CDC also announced that Johns Hopkins Medicine signed on as the Center's first tenant, leasing 22,000 square feet. JHM is expected to move into the new building in 2021.

Fast Forward R. House is a renovated industrial space that includes an innovative food hall and other startups in Baltimore's Remington neighborhood.

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The partners also formulated 29 specific project and program recommendations, with an estimated price tag of $60 million, aimed at achieving HCPI’s objectives during the next five to ten years.

In December 2012, Johns Hopkins committed $10 million to leverage additional private and public investments toward the implementation of HCPI’s recommendations. Since then, the University has undertaken or helped to fund a series of projects in areas such as elementary and secondary education, housing, commercial development and quality-of-life improvements. Examples of projects supported with University funds during HCPI’s first five years have included:

- Renovation of, and introduction of new programs at, the Margaret Brent and Barclay schools

In 2011 the University, in collaboration with other local institutions and neighborhood organizations, launched the Homewood Community Partnership Initiative (HCPI). HCPI covers 10 neighborhoods and one commercial area adjoining the University’s Homewood campus. Through a broad-based planning process, the partners in 2012 identified five priorities:

- Maintaining clean and safe neighborhoods
- Eliminating blight and developing new housing
- Strengthening public education
- Commercial and retail development
- Local hiring, purchasing and workforce development

The Whiting School of Engineering works with Barclay Elementary/Middle School to offer STEM programming.
Similarly, Johns Hopkins and the Maryland Institute College of Art (MICA) worked with a non-profit developer, Jubilee Baltimore, to redevelop the long-vacant Centre Theater, located in the Charles North neighborhood, south of the Homewood campus. After a $19 million renovation, completed in 2015, the theater now houses the Johns Hopkins-MICA Film Center – home to the two institutions’ film programs. Other tenants in the complex include the Baltimore Jewelry Center, Impact Hub (a co-working and innovation space) several local non-profit organizations, and a game development studio.

In addition to its cash contributions, Johns Hopkins has used lease agreements to support $173 million in new private investments in the HCPI area. At Remington Row, for example, a commitment by Johns Hopkins Community Physicians to lease 26,000 square feet for a new ambulatory care center (opened in 2016) helped secure a $40 million mixed-use project that also includes 108 rental apartments, retail space and parking.

- 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
- Neighborhood commercial revitalization projects, such as the Waverly Main Street and North Avenue improvement strategies

Johns Hopkins and MICA were major supporters of the Parkway Theater rehabilitation, shown during the opening reception.
two smaller screening rooms, seminar rooms and a café. Officially named the Stavros Niarchos Foundation Parkway Theater (after the lead donor whose $5 million gift got the project started), the theater reopened in 2017. It now provides a venue for the Film Festival, the two schools’ film programs, and a year-round program of independent, international, documentary and classic films.

Johns Hopkins also selected a private developer to build a mixed-use project on a University-owned site at 9 East 33rd Street in Charles Village. Completed in the summer of 2016, the 327,000-square-foot project includes 157 student apartments, 31,000 square feet of retail (anchored by a CVS pharmacy) and a 162-car parking garage.

**Buying homes in Baltimore**

In addition to its investments in the projects described above, Johns Hopkins has also sought to strengthen Baltimore neighborhoods through its *Live Near Your Work (LNYW)* program, which provides grants to employees as an incentive to purchase homes in Baltimore. Grants range from $5,000 in many parts of the City to $23,000 in neighborhoods near the Homewood campus to $36,000 in East Baltimore. In 2019 the geographic boundaries of the program were expanded around the Homewood and East Baltimore campuses to incentivize employees to buy homes in neighborhoods where they currently rent.

From fiscal year 2009 through fiscal year 2019, over 1,100 homebuyers employed by Johns Hopkins received LNYW grants totaling $11,622,000 – an average of approximately $10,400 per homebuyer – of which $8.2 million was contributed by Johns Hopkins, along with $3.3 million provided by the City and the Rouse Foundation. Eighteen percent of the participants in the last five years moved to Baltimore as a result of the program.

**Economic inclusion**

As Maryland’s largest private employer, Johns Hopkins has long been committed to ensuring that opportunities to participate in its work are available to all, including women, minorities and local residents and businesses. This commitment has shaped the University’s and the Health System’s employment practices, purchasing policies and construction contracts.

The following are just a few examples of Johns Hopkins’ commitment to the expansion of economic opportunity.

- **HopkinsLocal**, launched in 2015 by Johns Hopkins is an initiative aimed at expanding economic opportunity in Baltimore through its purchasing, construction and hiring activities. In fiscal year 2018, Johns Hopkins:
  - Increased purchasing in targeted categories of goods and services from vendors located in selected Baltimore ZIP codes by $29 million, to a total of $118.4 million.
  - Spent $48.5 million on construction services provided by local minority, women and disadvantaged businesses.
  - Hired 381 new employees in selected job titles from targeted ZIP codes in Baltimore.

- The **Johns Hopkins Summer Jobs Program** provides a six-week, paid summer internship for Baltimore high school students. Participants work 30 hours per week in a variety of university and medicine departments, and also take part in a series of career development seminars, focusing on topics such as job readiness, customer service, financial literacy and workplace etiquette. Over the last 25 years, more than 4,000 students participated in the program, including 479 students in 2019 alone.
A partnership between the Johns Hopkins Hospital and Baltimore City Community College, the Supply Chain Institute is an eight-week training program that provides young people ages 18 to 25 with an introduction to supply chain management and warehouse operations, along with job-specific training in areas such as operating a fork lift. The program's goal is not just to qualify students for entry-level positions, but to provide a foundation on which they can build careers in supply chain management.

The Johns Hopkins Hospital’s Department of General Services operates an internship program for public assistance recipients. Started in 2013, this 20-week, hands-on training program prepares participants to work in building operations and maintenance. Through the 2019 cohort, 152 participants have been placed in permanent positions, with 98 still employed at the Hospital.

Renard Gardner, local business owner, attended the BLocal BUILD College, a program intended to increase economic opportunities in Baltimore.
Combating crime and addiction

Baltimore has long ranked among the nation’s most violent cities (measured by the number of violent crimes per 100,000 residents). Johns Hopkins is helping to address this problem on several levels. At the community level, Johns Hopkins is an active partner in efforts to reduce crime, such as Operation PULSE (People United to Live in a Safe Environment), a church-based program that seeks to reduce the impact of crime and violence in East Baltimore. Since its inception, the program has trained more than 1,000 volunteers and staff in areas such as how to recognize and report patterns of criminal behavior, organizing and managing citizen patrols, conflict management, and designing other neighborhood security initiatives. Johns Hopkins Medicine’s Office of Corporate Security Services has worked closely with Operation PULSE to improve safety and security on and around the East Baltimore campus.

At the city level, the University and the City in 2016 launched the Johns Hopkins-Baltimore Collaborative for Violence Reduction – an effort to assist the Baltimore Police Department (BPD) in identifying and building upon the most effective approaches to reducing gun violence in the City, while at the same time taking into account community concerns about previous BPD attempts to address the problem. Researchers affiliated with the Bloomberg School of Public Health’s Center for Gun Policy and Research have worked with the BPD to:

- Evaluate existing anti-violence programs and recommend ways to strengthen them;
- Develop strategies for reducing illegal gun ownership; and
- Improve police-community relations.

Hiring and training Baltimore residents to work in a changing health system

In 2017, Johns Hopkins joined with three other Baltimore health systems that together operate seven hospitals in the City to create the Baltimore Population Health Workforce Collaborative, an effort that seeks to recruit, train and hire residents of low-income neighborhoods in Baltimore for 198 newly created entry-level jobs, such as community health workers, peer recovery specialists and certified nursing assistants. The participating hospitals would also hire 35 higher-level staff (care coordinators, social workers, etc.) to work with the 198 new entry-level employees.

Of the 198 new entry-level positions, 140 are being created at the Johns Hopkins Hospital and 20 at Johns Hopkins Bayview Medical Center. Residents targeted for these jobs include those who are unemployed or underemployed, people with little or no work history and no more than a high school education, those who are in recovery and some who have criminal records.

As of fiscal year 2019, the Johns Hopkins Hospital and the Johns Hopkins Bayview Medical Center had successfully trained and hired 70 individuals in Community Health Worker (CHW), Peer Recovery Specialist (PRS), and Certified Nursing Assistants (CAN and CAN/GNA) positions.

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In January 2018, the Center for Gun Policy and Violence released a report detailing its findings on the effectiveness of several existing strategies. The report led to a joint BPD-Center initiative aimed at improving evidence-gathering and arrest reporting in illegal gun possession cases; reduction in the number of such cases that result in dismissal or decisions not to prosecute; substantially reducing the incidence of illegal searches; and providing increased recognition for officers with a record of successful, high-quality gun law enforcement.

In April 2019, the Maryland General Assembly approved the Community Safety and Strengthening Act, a bill that among other initiatives authorizes Johns Hopkins to establish its own police force. Passage of the new law followed months of discussions involving the University, the Health System, community leaders and neighborhood residents, as well as a comprehensive study of ways to improve safety and security on and around Johns Hopkins campuses, which had been requested by the Maryland House Judiciary Committee. The bill calls for development of a “memorandum of understanding” between Johns Hopkins and the Baltimore Police Department, followed by recruitment and training of up to 100 sworn peace officers, trained and certified to carry firearms. The bill also requires extensive training in community policing, conflict de-escalation and violence prevention, and creation of a police accountability board.


Safe Streets Baltimore is an evidence-based, public health program aimed at reducing gun violence among youth ages 14 to 24. Modeled after Chicago’s CeaseFire program, it employs outreach workers to deescalate and mediate disputes that might otherwise result in serious violence. In addition, staff serve as role models and work to mobilize neighborhood residents to promote nonviolence. The program is overseen by the Baltimore City Health Department (BCHD) and operated by community-based organizations, and is currently being implemented in several neighborhoods in Baltimore.

In 2016 the federal Office of Juvenile Justice and Delinquency Prevention awarded a $500,000 Safe and Thriving Communities Grant to the Johns Hopkins Hospital Emergency Department serves as a subcontractor for implementation of the program, including hiring and training of staff, which will include a program manager, case manager and two hospital responders.

Juvenile Justice Jeopardy is a de-escalation workshop that seeks to improve relations between Baltimore police and the City’s youth through a unique game-playing strategy in partnership with the Johns Hopkins University and Health System faculty and staff and Boston-based Strategies for Youth.
**Creating opportunities for “justice-involved persons”**

High crime rates are closely linked to the problem of recidivism – the cycle of arrest/conviction/incarceration and release, all too often followed by another offense, another arrest and incarceration yet again. One of the most effective ways to break this cycle is by helping “justice-involved persons” get access to jobs that provide not only a living wage but a path to a better future. Johns Hopkins works with community-based programs such as BUILD’s (Baltimoreans United in Leadership Development) Turnaround Tuesdays, which provide life skills, job search assistance and job-readiness training in both East and West Baltimore. Through these community-based programs and recruitment efforts, between fiscal year 2014 and fiscal year 2019, Johns Hopkins hired 811 justice-involved persons.

**Treating opioid addiction**

Many of the City’s crime problems are related to its high rate of substance abuse. Through its Broadway Center for Addiction, located two blocks from the Johns Hopkins Hospital, Johns Hopkins is one of the City’s leading providers of opioid addiction services. The Center – which serves about 400 patients each year, and which
Every year, the School of Education places graduate students in teaching, counseling and other internships. During the 2016-2017 academic year, approximately 344 graduate students were placed in 204 schools, institutions and community organizations in Maryland.

Each of the colleges and universities in Maryland that offer teacher training programs maintains ongoing partnerships with several professional development schools – elementary and secondary schools where the institutions provide professional development services for currently-employed teachers, place undergraduate and graduate students in teaching internships, and collaborate on other school improvement initiatives. In 2016-2017, Johns Hopkins worked with two professional development schools in Baltimore – Patterson Park Public Charter School and Henderson-Hopkins.

**STEM Achievement in Baltimore Elementary Schools (SABES)** began in 2013 as a five-year, NSF-funded pilot project in nine Baltimore elementary schools. Jointly developed by the Whiting School of Engineering, the School of Education and Baltimore City Public Schools (BCPS), SABES uses an innovative, community-oriented approach to STEM education to engage students in grades 3 to 5, their teachers and community residents in learning about science. Based on the success of the pilot project, BCPS announced in the fall of 2017 that it planned to adopt the SABES program in all of the City’s elementary schools.

Improving schools and expanding ongoing educational opportunity

Of the many factors that contribute to the strength of local communities, none is more important than the quality of elementary and secondary education. Johns Hopkins contributes in multiple ways to the goal of improving Maryland’s public schools, and expanding educational opportunity for the State’s young and older residents. Below are a few examples.
As of the fall of 2018, there is space for 540 students at Henderson Hopkins, and 74 children are currently enrolled at the Weinberg Center. Johns Hopkins contributes $750,000 annually to the school for operations.

In 2014 the Johns Hopkins Center for Talented Youth (CTY) launched its Baltimore Emerging Scholars Program, an after-school enrichment program for “academically promising” first- through third-graders in public elementary schools in West Baltimore and Southeast Baltimore. As of the spring of 2019, the program was serving 500 students in 16 schools; and in the summer of 2019 CTY expanded it to include a six-week summer program serving 180 students.

The Henderson Hopkins School – a K-8 public school that is a centerpiece of the ongoing revitalization of the Eager Park neighborhood – opened in January 2014. The $43 million facility, which was built by East Baltimore Development Inc. with capital contributions from Johns Hopkins and several foundations, is jointly managed by Johns Hopkins and Morgan State University. The School shares its seven-acre campus (as well as an auditorium, gymnasium, health services and other resources) with the Harry and Jeanette Weinberg Early Childhood Center, which serves young children from birth through pre-K. The Center is operated by Downtown Baltimore Child Care, Inc. with oversight by the Johns Hopkins Office of Work, Life and Engagement. The School also operates a food-pantry for students and their families; it averages about 300 participants per month.

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• **Vision for Baltimore** was launched in 2016 by Johns Hopkins, the Baltimore City Health Department, the Baltimore City Public Schools and Vision for Learning. Based in part on research conducted at Johns Hopkins that highlighted the impact of getting eyeglasses on the school performance of second- and third-graders, the project 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. During its first three years, the program provided over 50,000 screenings and 8,886 eye exams to students, and distributed 6,642 pairs of eyeglasses. Johns Hopkins researchers are also evaluating the project’s long-term impact.

• Established in 2014 as a program of the Johns Hopkins Children’s Center, the **Ruth and Norman Rales Center for the Integration of Health and Education** “is redesigning school-based health programs to improve the health and thus the academic achievements and lifelong prospects for youth from low-income communities.” In the summer of 2015, the Rales Center launched its fully integrated school-based health model at KIPP Baltimore – a public charter school in Baltimore City serving over 1,500 K-8 students. Weaving comprehensive health services and wellness programming into the school environment, the program breaks down silos between educational and health-related activities helping children thrive and achieve academic success.
The Department of Nursing runs the program and accepts participants who have completed health profession community college courses.

- **Bond-to-Bond (Building Our Neighbors Dreams Beyond Our Neighbors’ Doors)** is a career development and youth mentorship program designed to provide mentor support to students attending high schools in the Baltimore community. The program exposes students to a variety of careers in healthcare via internships throughout the Johns Hopkins Hospital. Participants are required to intern between 8-10 hours weekly throughout the academic year. Not only does the program give high school students experience in a professional healthcare setting, it allows them to earn the volunteer hours required for high school graduation.

- **Medical Education Resources Initiative for Teens (MERIT)** is a Baltimore-based nonprofit academic and career mentorship program in which Baltimore high school students from underrepresented backgrounds receive mentoring by undergraduate and medical students and healthcare professionals; participate in paid summer internships focused on clinical and research experiences; and receive college admissions guidance to help them pursue careers in medicine. Johns Hopkins serves as a key institutional partner with MERIT, providing mentors, internship opportunities and volunteer guest speakers and instructors.

- The Johns Hopkins Hospital **SOARING** program is designed to qualify certified nursing assistants (CNAs) for clinical technician positions at the Johns Hopkins Hospital. Through educational opportunities, clinical skills laboratory activities, clinical experiences, simulation and mentoring, SOARING helps prepare CNAs to practice in an advanced direct patient care role. The JHH Students in the MERIT Health Leadership Academy program practice during a lab simulation.

- **The Adopt-a-Class/Career Day Program** aims to introduce fourth graders at three local elementary schools to hospital careers and to expand their knowledge of career choices in general. The three schools currently participating are Tench Tilghman, City Springs, and Inner Harbor East Academy. Each year four teams are created, each with three Johns Hopkins volunteers from different departments. Each team is assigned to a fourth-grade classroom. Once a month from October through March the teams visit the same classroom and deliver a one-hour presentation on a special topic. At the end of the presentation, students ask questions and record reflections of their experience in their journals.

- **The Harriet Lane Tutorial Project**, sponsored by the Harriet Lane Clinic – the Johns Hopkins Hospital's principal pediatric outpatient service which has been serving East Baltimore residents since the early 1900s – provides after-school tutoring in reading and math to elementary school students in East Baltimore.
· Johns Hopkins is also a leading provider of graduate education for participants in Teach for America (TFA). In 2016-2017, 179 TFA teachers in schools in Baltimore City and Baltimore County were enrolled in master’s degree programs in the School of Education.

· During fiscal year 2017, the Applied Physics Laboratory’s (APL) Student Program to Inspire, Relate and Enrich (ASPIRE) placed 255 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, 145 student interns worked at APL for at least five hours each week; 110 summer interns worked at the Lab at least 25 hours a week for six weeks.

· Maryland MESA (Mathematics, Engineering, Science Achievement), an extracurricular science program at APL for students in grades 3 to 12, aims to prepare and encourage minority and female students to pursue academic and professional careers in STEM fields. Each year, the program serves approximately 2,500 students and 180 teachers from across central Maryland.

· Girl Power, APL’s annual STEM expo, each year draws elementary and middle school students 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. In 2017, 1,100 students and parents attended the event.

· Medical Explorers, a program offered by Johns Hopkins All Children’s Hospital, Suburban 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.
Building careers in Baltimore

In partnership with Kaiser Permanente, the University of Maryland, Baltimore and Baltimore City Community College, Johns Hopkins and Paul Laurence Dunbar High School in 2016 launched one of Maryland’s first two P-TECH (Pathways in Technology Early College High School) programs. P-TECH – an innovative program developed by IBM in New York City – prepares students for careers in science and technology by combining rigorous high school studies with a two-year community college degree and work experience with a corporate partner.

Dunbar’s program is focused on preparing students for careers in health information technology. Its first cohort of 50 students was enrolled in September 2016. Total enrollment increased to 150 in 2018-2019, and is projected to reach 250 by 2021. More than 80 percent of participating students have been from low-income families, and 100 percent have been either African-American or Latino.

Johns Hopkins Medicine serves as the program’s lead corporate partner, providing work experience, mentors – and ultimately job opportunities – to participating students. As of the fall of 2019, 115 Johns Hopkins Medicine faculty, administrators and students were serving as mentors to Dunbar P-TECH students.
The JHCP network also includes three other sites within the City – one on the Johns Hopkins Bayview campus, one in Canton Crossing and one on Remington Avenue in North Baltimore – a 30,000-square-foot facility providing primary care, pediatric, obstetric and gynecological services that in fiscal year 2019 recorded 53,309 patient visits.

- **East Baltimore Medical Center (EBMC)**, which first opened in 1975, is one of 36 primary and specialty care centers operated by Johns Hopkins Community Physicians (JHCP). Located on Eager Street, just a few blocks from the Eager Park area, EBMC provides comprehensive health care services to residents of East Baltimore. In fiscal year 2019, EBMC reported 67,021 patient visits, making it one of the busiest facilities in the JHCP network.

- The School of Nursing operates **Community Nursing Centers** at three locations in East Baltimore, providing basic health and wellness services at no charge to low-income and uninsured neighborhood residents. These centers are staffed by undergraduate and graduate student nurses and clinical faculty, and by other Johns Hopkins physicians and nurses who work on a volunteer basis.

Meeting residents’ health needs in Maryland and beyond

Even as the scale and scope of its operations have grown, Johns Hopkins Medicine has remained deeply rooted in, and committed to meeting the health needs of, the communities in which it operates. The following examples illustrate the many ways in which Johns Hopkins is meeting that commitment.

- **East Baltimore Medical Center (EBMC)**, which first opened in 1975, is one of 36 primary and specialty care centers operated by Johns Hopkins Community Physicians (JHCP). Located on Eager Street, just a few blocks from the Eager Park area, EBMC provides comprehensive health care services to residents of East Baltimore. In fiscal year 2019, EBMC reported 67,021 patient visits, making it one of the busiest facilities in the JHCP network.

Johns Hopkins School of Nursing student attends to patient.
The most common specialties to which TAP patients are referred include gynecology, ophthalmology, cardiology, radiology and physical therapy.

- The Harriet Lane Clinic at the Johns Hopkins Hospital is both a center for teaching and research in pediatrics and a major provider of primary care and wraparound services to children and adolescents in East Baltimore and surrounding communities.

- The John Hopkins Hospital’s Case Management Unit in Community Psychiatry provides intensive case management services for Medicaid recipients in Baltimore age 16 and older who suffer from serious mental illness.

- The Johns Hopkins Hospital and Johns Hopkins Bayview Medical Center, through the Healthy Community Partnership, (an interfaith community outreach program at JHBM) entered into a partnership with the Southern Baptist church to lease part of the Mary Harvin Transformation Center in East Baltimore. The hospitals use the space to offer community outreach services addressing needs identified by the community in the Community Health Needs Assessment (CHNA) including workforce training and health education.

- Spiritual Health is providing a new innovative way to address community trauma through a faith-based leadership program entitled “Caring for the City.” The program brings together clergy members and faith leadership in East Baltimore to work together to find ways to best serve and support the members of the East Baltimore communities. In addition, a community Chaplain is on site in the community three days a week.
pre-natal visit, support during childbirth, and at least one postpartum visit. These services – which in the Baltimore area typically cost about $1,000 per birth – are provided free of charge.

Each year about 60 to 80 student nurses – including many who are studying to be nurse midwives – participate in the Birth Companions program. Since its founding in 1997, the program has trained more than 1,200 students, who have collectively assisted in more than 2,300 births.

• The Sickle Cell Center for Adults provides services for persons with sickle cell disease who live in the greater Baltimore and Washington, D.C. areas. The Center provides comprehensive care including education, screening, regularly scheduled outpatient visits, genetic counseling, pain management, wound care and social services. The advanced practice providers address the acute and chronic needs of their patients on a daily basis and act as a liaison to other medical specialties throughout the hospital.

• The Wilmer Eye Institute’s Diabetic Retinopathy Screening Program provides free eye screening to help prevent vision loss and blindness in patients with diabetes. The program was developed over 25 years ago with the aim of providing free eye screening to individuals with diabetes who otherwise could not afford to have their eyes examined. It is the only free diabetic retinopathy screening program in the Baltimore/Washington, D.C. area. The program is supported in part through funding by the Diabetes Research and Wellness Foundation.

• Johns Hopkins Bayview Medical Center’s Care-A-Van is a fully-equipped mobile medical unit, staffed by health care professionals from Johns Hopkins Bayview. Its services include basic primary care, testing (for pregnancy, HIV and other conditions), referrals to specialists, and patient education. Services are provided free of charge to uninsured children and pregnant women who do not have a regular source of health care. On average, over 2,000 adults and children are served through the Care-A-Van each year.

• The School of Nursing’s Birth Companions program trains nursing students to serve as doulas, and provides doula services to women in the Baltimore area. Training is delivered through a two-credit elective course, with each student required to provide doula services to at least one client; services typically include one
• Hopkins Community Connection (formerly Health Leads) provides screening, support and linkage to community resources and benefits for individuals and families with essential needs, such as food, childcare, shelter, energy security, and job training. The program operates largely through specially trained undergraduate volunteers in the Johns Hopkins Harriet Lane Clinic, Johns Hopkins Bayview Children’s Medical Practice and Johns Hopkins Comprehensive Care Practice, and serves as an important enhancement to the care provided by clinical staff. Since patient outcomes are strongly linked to the social determinants of health, for the past decade, the program has served a critical role to improve the lives of patients and families in the community. In fiscal year 2018, Health Leads assisted 2,813 unique patients at JHH and JHBMC with resource connection and weekly follow up. In fiscal year 2019, Johns Hopkins assumed operations of the Baltimore Health Leads programming, updating the name to Hopkins Community Connection (HCC). Operating in the same locations, HCC continues to provide services to address essential needs as a routine part of the clinics’ healthcare delivery – with a renewed focus on deepening relationships with local community-based organizations.
• The **Moore Clinic for HIV Care** is an outpatient unit supervised by the Hopkins AIDS Service. The clinic has approximately 20,000 patient visits per year and is staffed by mid-level practitioners (nurse practitioners and physician assistants) and primary care providers primarily from the faculty in the Division of Infectious Diseases. Major specialty services offered are neurology, psychiatry, gynecology, obstetrics, substance use, nutrition, viral hepatitis, pharmacy and adherence.

• The **Center for Health/Salud and Opportunity for Latinos (Centro SOL)** was established in 2013 to enhance the health of Latinos in Baltimore and beyond by combining coordinated clinical care with advocacy, education and research. The Center brings together medicine, pediatrics, gynecology and obstetrics and psychiatry in a wide variety of health services and education initiatives.

• The **Brancati Center for the Advancement of Community Care** – named for the late Johns Hopkins Professor of Medicine Fred Brancati – was established in 2015 with a $5 million gift from Walgreen's. Its goal is “to improve the health of communities by developing new models of healthcare in partnership with community organizations.” The Center has worked with partners such as Memorial Baptist Church and Zion Baptist Church to identify local health and wellness needs, and to develop and implement programs that address these needs. The Center’s initial focus was on diabetes; its scope has since broadened to include HIV, substance abuse and nutrition.

The Center conducts research that supports the development of new approaches to community-based health care, such as a study of alcohol abuse among women in Baltimore, and survey research on health needs in the City’s Latino community. It also supports educational programs that promote greater diversity in the healthcare workforce; and provides education in community health care for Johns Hopkins medical and nursing students.

• In partnership with Howard County Public Schools, Howard County General Hospital in 2016 established telemedicine connections with school-based health centers in six elementary schools with relatively high percentages of low-income students. In fiscal year 2017, 1,522 of the six schools’ 3,374 students enrolled in the program, through which HCGH health care professionals handled more than 2,000 encounters with participating students.

• The Johns Hopkins Hospital and Johns Hopkins Bayview Medical Center provide funding for a Medical Director at the **Esperanza Center**. The Center provides free medical and dental services to uninsured residents, primarily from the Latino community in neighborhoods located close to the hospitals.

• **Chase Brexton Dental Services Partnership** – In 2019, the Johns Hopkins Hospital entered into a partnership with Chase Brexton to provide same day dental services to residents coming to the emergency room with acute dental needs. Dental care has been a long time need for many in Baltimore due to the lack of coverage for dental services by most insurance plans.

• Howard County General Hospital’s **Rapid Access Program (RAP)**, launched in 1989, is aimed at ensuring prompt evaluation of and services to patients who are referred for adult outpatient behavioral health services. In fiscal year 2017, 589 people were enrolled in the program. A subsequent study showed that from 2016 to 2017, the number of emergency room visits by RAP participants fell by an average of 24 percent.
Suburban Hospital offers several wellness programs for older adults. For example:

- **HeartWell** is a program aimed at helping older adults in Montgomery County who have been diagnosed as having cardiovascular issues monitor and manage their own health more effectively. A team of Suburban nurses conducts screenings at senior centers and other locations, and provides counseling, support groups and community education programs. Suburban has also partnered with Mobile Medical Care Inc. and the National Heart, Lung and Blood Institute to expand patients’ access to specialty care by providing free diagnostic, inpatient and lab services.

- Suburban’s **Senior Shape** program offers a variety of fitness activities for older Montgomery County residents, such as Tai Chi and “pilates for seniors,” focused on improving core strength, muscle tone, posture and flexibility.

- In 2017, Sibley Memorial Hospital launched **Ward Infinity**, a program designed to help residents of Wards 7 and 8 in D.C. identify problems affecting the health of their neighborhoods, and to design and implement their own responses. Sibley provided training, technical assistance, work space and grants of $25,000 to five teams of community health innovators to work in areas such as promoting healthier eating, creating markets that improve access to healthier food and personal products, publishing a community health newsletter and instilling greater trust between health care providers and community residents.

- Sibley has in recent years expanded its efforts to meet the health care needs of LGBTQ residents of the D.C. area, including research, staff training and appointment of a dedicated single point of contact for LGBTQ organizations and individuals.

Senior Shape classes prepare community participants to increase flexibility and strength along with improve balance and agility.
• **#JustGirlsSocialClub** is a Suburban Hospital initiative aimed at addressing health equity issues affecting girls age 8 through 15 who live in Montgomery County’s historic Scotland neighborhood – the County’s oldest African-American community. The program features a series of monthly workshops for girls on topics such as nutrition, fitness, stress management and personal safety.

• In 2014, Johns Hopkins All Children’s Hospital became the lead agency in Pinellas County for **Healthy Start**, a federally funded program aimed at reducing disparities in maternal and child health in high-risk communities. In fiscal year 2017, 501 women and infants were enrolled in the program. JHACH program staff work with women to ensure first-trimester prenatal care, post-partum visits, regular check-ups and immunizations. They also work with program participants and the broader community to address “social determinants of health,” such as poverty, availability of child care, housing and mental health issues.
• JHACH manages **Early Steps** – Florida’s early intervention system for infants and toddlers with developmental delays (or conditions likely to lead to delays). The Hospital contracts with local providers in West Central Florida to provide evaluations and early intervention services.

• Johns Hopkins All Children’s Hospital also sponsors the **Lakewood Health Squad**, a peer-to-peer program at Lakewood High School that seeks to combat obesity by encouraging students to pursue healthier lifestyles, using social media, brown bag lunches with experts from JHACH, after-school fitness bootcamps and other activities.

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**Helping the homeless – and reducing health care costs**

Health care practitioners and policy experts alike have long recognized that the social and economic conditions under which people live can profoundly affect their health – and that people who are homeless are among the most vulnerable. In Baltimore, where about 2,500 City residents are estimated to be homeless, meeting the needs of this population can be especially challenging.

In 2019 the Johns Hopkins Hospital, Johns Hopkins Bayview Medical Center and eight other Baltimore hospitals, building on a pilot project launched by the State and the City in 2017, launched a new initiative that aims to provide stable housing, health care and supportive services for 200 individuals and families who are homeless or at risk of becoming homeless.

In addition to providing supportive housing, the program will teach its clients independent living skills, connect them with community-based health and mental health care, and provide employment services. The program’s goals include helping clients avoid a return to homelessness, improving their health and reducing their need for emergency care. (An early study of the City’s pilot project found that it reduced participants’ emergency room visits by 53 percent, and their overall health care costs by 33 percent.)

Supportive services are being managed by Health Care for the Homeless, a Baltimore-based non-profit that partnered with the City on the original pilot project. The program will be funded in part by the State’s Medicaid program, and in part by a two-year commitment of $2 million from the participating hospitals (including over $800,000 from the Johns Hopkins Hospital and Johns Hopkins Bayview Medical Center). The program’s impact will be tracked through the State’s Medicaid system.
Quantifying the value of community benefits

Like other not-for-profit hospitals, Johns Hopkins Medicine’s hospitals are required by the federal government to track and report annually on the benefits they provide to their community. Table 1 provides information on the dollar value of various community benefits that the six hospitals provided in fiscal year 2018. These benefits include:

- Financial assistance provided to uninsured and under-insured low-income patients
- Community health improvement services
- Education of health professionals – for example, through clinical training of medical and nursing students
- Community-building activities such as workforce development, neighborhood beautification, education outreach and housing programs

In fiscal year 2018, the value of community benefits provided by the Health System’s four Maryland-based hospitals totaled more than $404.4 million.

For all Johns Hopkins Health System hospitals – including Sibley Memorial Hospital and Johns Hopkins All Children’s Hospital – the value of community benefits provided in fiscal year 2018 totaled nearly $468.4 million.

Figure 1: Total value of community benefit and charity care activity, FY 2018

Source: FY 2018 IRS Schedule H (Form 990)
### Table I: Value of community benefit and charity care activity, FY 2018

<table>
<thead>
<tr>
<th>Community Benefit Activity</th>
<th>The Johns Hopkins Hospital</th>
<th>Johns Hopkins Bayview</th>
<th>Howard County General Hospital</th>
<th>Suburban Hospital</th>
<th>Sibley Memorial Hospital</th>
<th>Johns Hopkins All Children's Hospital</th>
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<tbody>
<tr>
<td>Financial assistance</td>
<td>$33,110,189</td>
<td>$19,514,925</td>
<td>$4,957,939</td>
<td>$5,176,153</td>
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<td>–</td>
<td>–</td>
<td>–</td>
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<td>–</td>
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<td>Total Community Benefit and Charity Care</td>
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<td>$26,229,420</td>
<td>$24,961,004</td>
<td>$20,615,545</td>
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</table>

### Student engagement in community service

Baltimore neighborhoods and their residents also benefit from engagement of Johns Hopkins students in various forms of community service – through volunteer work; through “service-learning” courses, which combine classroom learning with practical experience in the provision of community services; and through internships and other forms of on-the-job learning.
On the Homewood campus

The Center for Social Concern (CSC) is the primary focal point on the Homewood campus for student engagement with and service to Baltimore communities. One of CSC’s oldest and largest initiatives is the Johns Hopkins Tutorial Project. Every year during the fall and spring semesters, the program brings approximately 100 Baltimore elementary school students to the Homewood campus for two one-on-one, hour-long tutoring sessions each week. The assistance provided is tailored to each student’s needs in reading and math, based on individual assessments conducted at the beginning of the semester. In 2016-2017, the 226 Johns Hopkins student volunteers participating in the program contributed 13,362 hours.

The Center also organizes the President’s Day of Service (PDOS), an annual one-day community service event that unites Johns Hopkins faculty, staff and students and community members on projects in Baltimore neighborhoods. Since 2009, PDOS has grown to have 1,300 volunteers working with community partners at over 40 sites in Baltimore City.

The Center also provides a home for approximately 65 student groups who provide a wide variety of services. For example:

- **Thread**, founded in 2004 by a Johns Hopkins graduate student and her husband, provides mentoring, assistance in day-to-day activities and access to community resources for at-risk students attending three Baltimore high schools. In 2016-2017, 300 Homewood
In East Baltimore

At the East Baltimore campus, **SOURCE** – the Student Outreach Research Center – provides a focal point for community engagement among students in the School of Medicine, the School of Nursing and the Bloomberg School of Public Health. SOURCE partners with over 100 Community Based Organizations in Baltimore and supports a wide range of engagement opportunities that respond to community identified needs. The following are examples of SOURCE’s programs:

- **Salud** is a Johns Hopkins student organization that seeks to improve the health of Baltimore’s Hispanic community. Student volunteers work with several community organizations to organize health fairs and other educational programs, provide translation services, and help community residents get access to health insurance, pharmacy services, financial assistance and other services. In 2016-2017, 80 students provided 5,000 hours of volunteer work.

- The **Johns Hopkins Jail Tutorial Project** provides GED preparation and conducts reading groups with inmates at the Chesapeake Detention Center and the Jessup Correctional Institution in Baltimore. In 2016-2017, 75 students provided 5,800 hours of volunteer work.

- The Johns Hopkins Chapter of **Habitat for Humanity** works with local affiliates to build housing for Baltimore families. In 2016-2017, 70 students performed 2,424 hours of volunteer work on Habitat projects.

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 in programs based at CSC.

CSC also administers the **Community Impact Internship Program (CIIP)**. Each summer, CIIP places 50 undergraduates in eight-week, full-time, paid internships with local community organizations and agencies to work in areas such as education, immigrant and refugee services, and services for the homeless. All CIIP interns are paid a salary of $4,000 for the summer.

Over 1,300 students participate in the annual President’s Day of Service, serving dozens of community organizations around Baltimore City.

**In East Baltimore**

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- **The Connection Community Consultants Program** assists community organizations with a variety of short-term projects. In 2016-2017, 43 student volunteers provided 2,150 hours of volunteer consulting work.
• The Identity Clinic, a joint collaboration between SOURCE and the Living Classrooms Foundation, aims “to be the vital records concierge for returning citizens.” Launched in 2017 through a grant from the University’s Idea Lab, the clinic is staffed with a team of Johns Hopkins students, faculty and staff volunteers, along with case managers from Living Classrooms, who work with returning citizens to help determine what forms of identification they need, and the related supporting documentation required to complete the application. Between January 2017 and June 2017, approximately 750 community participants visited The Identity Clinic for support.

• The SOURCE Service Scholars Program, launched in 2012, trains a select group of medical, nursing and public health students in service-learning methods and in working collaboratively with community partners. In 2016–2017, 11 SOURCE scholars and 75 other student recruits worked a total of 2,623 hours on community-identified projects.

During 2016–2017, SOURCE estimates that between its volunteer programs and service-learning programs such as those described below, 1,296 students at the three schools provided more than 63,950 hours of service to the community – primarily but not exclusively in East Baltimore.

In addition to SOURCE’s programs, all three schools on the East Baltimore campus offer a variety of service-learning courses. In 2016-2017, for example:

• 76 student nurses participated in practicum and service-learning courses, recording a total 9,968 hours of service. In addition, the School of Nursing’s Public Health Nursing Clinical course added a service-learning component to its curriculum during the 2016-2017 academic year. Student nurses enrolled in this course recorded a total of 32,256 hours of service.

• 105 students who participated in the Bloomberg School of Public Health’s service-learning courses performed 6,243 hours of work in the community.

• Through the School of Medicine’s TIME: Health Care and Disparities service-learning course, 120 medical students performed approximately 480 hours of service.

The Schools of Medicine, Nursing and Public Health are not the only schools at Johns Hopkins offering service-learning courses. At the Carey Business School, for example, MBA students are required to complete a “capstone” project, in which teams of students work as consultants to a company or a non-profit organization, helping its leaders address a real-world business problem.

Johns Hopkins as a cultural resource

Johns Hopkins also contributes to the life of Maryland communities through its role as a major cultural institution, with music, dance and theater performances, museums and lectures that are open to members of the University community and to local residents as well.

The Peabody Institute – the oldest school of music in the U.S., and one of the core institutions in the City’s Mount Vernon cultural district – offers a range of cultural opportunities to community residents that few institutions can match. In fiscal year 2017, Peabody had more than 6,700 attendees at ticketed concerts. In partnership with 23 local community organizations, Peabody Institute students in 2017-2018 presented 175 “community performances” in neighborhoods across the City. More than 5,000 Baltimore-area residents attended these free community performances.
• The Institute’s *Music Teacher Mentoring Program (MTMP)*, founded in 1998, provides mentoring and support for music teachers in more than 70 public schools in Baltimore. The program assists teachers not only with music pedagogy, but also with practical matters such as writing grant proposals.

• Each year, MTMP participants nominate promising low-income Baltimore middle and high school students to participate in Peabody Prep’s *Tuned-In* program. *Tuned-In* provides instruments, weekly individual lessons with Prep faculty members, opportunities to work with other musicians, and free attendance at concerts and other cultural events in Baltimore.

Through its *Peabody Prep* division, the Institute provides opportunities for promising children and adolescents to develop their talents; and also offers lessons, classes and programs to community residents of all ages and all skill levels. In addition to the programs it offers in Baltimore, Peabody Prep 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.

Several of the programs Peabody offers are of particular relevance to young residents of Baltimore.

Marin Alsop, the music director of the Baltimore Symphony Orchestra, coaches a Peabody conducting student.
City Public Schools collaborate in creating, developing, rehearsing and finally performing an original, large-scale musical composition.

- Each year the Estelle Dennis/Peabody Dance Training Program provides tuition-free dance training to about 20 Baltimore boys ages 9 through 15.

In addition to these on-campus events, a Peabody Conservatory student organization, The Creative Access, brings about 80 concerts and individual performances each year to hospitals, nursing homes, senior housing and other Baltimore community venues.

In addition to those offered by the Peabody Institute, Johns Hopkins offers a variety of other cultural opportunities to local residents.
The University’s Montgomery County Campus hosts an ongoing series of art exhibits, many including the work of local artists. The Campus also hosts an annual juried show of works by Montgomery County high school students.

In an era when the strength of local and regional economies depends on their ability to attract, develop and retain talent, cities and states are in the long run only as strong as their neighborhoods. Through the programs described here and many others, Johns Hopkins is helping to improve the communities in which it operates, and others throughout Maryland and beyond; and to expand both educational and economic opportunity for their residents.

The Hopkins Symphony Orchestra (HSO) is a 150-member community orchestra, founded in 1981. Its members – who include Johns Hopkins students, faculty members and staff, as well as other community residents – are chosen through annual open auditions. In addition to full orchestral and chamber music performances, HSO offers mentoring for public school students, lectures and demonstrations.

The annual Shriver Hall Concert Series (SHCS) – one of the leading chamber music programs in the U.S. – started in 1965 as a university-sponsored concert series. SHCS became an independent non-profit organization in 1970 – but continues to present its concerts on the Homewood campus. (The concerts were moved off-campus in 2018 while Shriver Hall was being renovated.) SHCS presents 11 concerts each year, including three free “discovery concerts” featuring up-and-coming young performers.

Johns Hopkins is the home of three museums. The Homewood Museum and the Archaeological Museum are located on the University’s Homewood campus and the Evergreen Museum which is slightly north of the Homewood campus. All are open to the public and offer various programs throughout the year for general audiences.

The University is also home to several libraries. Perhaps most notable is the George Peabody Library, founded in 1857 by philanthropist George Peabody, and often cited as one of the world’s most beautiful libraries. The Library’s collection today includes more than 300,000 volumes, most of which date to the eighteenth and nineteenth centuries. In keeping with the wishes of its founder, it remains free and open to the public.

Strong neighborhoods, strong cities

In an era when the strength of local and regional economies depends on their ability to attract, develop and retain talent, cities and states are in the long run only as strong as their neighborhoods. Through the programs described here and many others, Johns Hopkins is helping to improve the communities in which it operates, and others throughout Maryland and beyond; and to expand both educational and economic opportunity for their residents.