Discovering New Solutions
for Baltimore and the Nation
A powerful partner in progress

When Johns Hopkins University was founded in 1876, Baltimore was a prosperous and growing city, one of the largest in the country and a leader in industry, commerce, and the arts.

Some 140 years later, the cityscape is of varied texture. While one neighborhood enjoys a resurgence of new business, residential, and open-space development, a few blocks away another community suffers from persistently high violent crime rates, abandoned homes, and economic stagnation.

Baltimore is not alone. In many northeastern and midwestern “rust belt” cities, the same problems are all too evident. With rapidly growing costs such as pensions, benefits, and public safety, a shrinking middle class, and a loss of business and jobs, the limited tax base that remains leaves municipal leaders too small a resource base to plan and sustain true change.

What if cities had a powerful and reliable partner that could provide the latest research and know-how to build affordable infrastructure, boost the achievements of urban schools, and develop social programs to help people avoid destructive behavior? A partner that could help create policies and programs to foster new jobs and ensure all citizens an equal chance to thrive? A partner that could produce a constant supply of prospective employees skilled in understanding and resolving complex urban challenges?

With your help, we can become that partner. We seek to raise $100 million to build the Johns Hopkins Institute for the American City, a cross-disciplinary initiative involving the faculty of the schools of Arts and Sciences, Business, Education, Engineering, Nursing, and Public Health, and the Peabody Institute, the Center For Talented Youth, and the Sheridan Libraries. To this diverse cadre of experts the institute will attract dedicated urban scholars from around the world; together they will partner with leaders in the private sector, nonprofit foundations, and municipal and state governments, creating and implementing transformative solutions that will work for Baltimore and scale to other U.S. cities. Philanthropic funding will support professorships, scholarships, fellowships, and innovative learning opportunities for our faculty, students, and community partners.

The success of the Johns Hopkins Institute for the American City will depend on the vision and generosity of those who understand the depth of the challenges our cities face and are inspired by the possibility of resolving them.
Through a process of exploration, Johns Hopkins, the University of Maryland, the U.S. Army, and the President of the American City, new Entrepreneurship is a vital part of the Hopkins faculty members and students with and assist Baltimore city residents well-being are inextricably tied to the School of Engineering are collaborating needs new vitality in Baltimore. The have already established successful SKILLS, SHARING OUR SUCCESSES university recognizes that its health and city’s—that we are not only in the city, but of it. In many of our schools, Johns Hopkins faculty members and students have already established successful programs that engage with diverse stakeholders to improve city life. DISCOVERING NEEDS, APPLYING OUR SKILLS, SHARING OUR SUCCESSES Through a process of exploration, outreach, and networking over many years, schools across Johns Hopkins have developed programs that work with and assist Baltimore city residents and organizations. Through the Institute for the American City, new areas of focus will join successful programs so that positive outcomes and best practices in scholarship are shared across disciplines, creating a blueprint for success that can be shared with other cities. Fostering Economic Growth in the City Entrepreneurship is a vital part of the cycle of wealth creation—a part that needs new vitality in Baltimore. The Carey Business School and the Whiting School of Engineering are collaborating with technology transfer offices at Johns Hopkins, the University of Maryland, the U.S. Army, and the National Institutes of Health to help Baltimore start-ups license valuable scientific ideas and turn them into marketable products and services. In collaboration with the Brookings Institution’s “next economy” project, Hopkins leaders are partnering with the Annie E. Casey Foundation to examine the growth potential of Baltimore’s advanced manufacturing sector, particularly in information technology, cybersecurity, and health care.

Outreach in City Schools Johns Hopkins is engaged in a diverse array of initiatives in Baltimore city schools. Through mentoring and internships, the Dunbar High School-Hopkins Health Partnership, supported by faculty throughout the university, provides academic enrichment and increases student exposure to biotechnology and health professions. The Whiting School of Engineering’s Center for Educational Outreach works to increase the number of middle and high school students who pursue education and careers in the sciences, technology, engineering, and mathematics (STEM). The School of Education’s Center for Social Organization of Schools conducts research to improve education at low-performing inner city schools. The Krieger School is offering a new program—The Baltimore Education Fellows—that with the School of Education will enable undergraduates to earn a Master of Arts in Teaching degree and state teaching certification, and find placement in city public schools.

Reducing Violence and Disease, Finding Tomorrow’s Leaders The schools of Medicine and Nursing and the Bloomberg School of Public Health are developing a sustained partnership between the East Baltimore campus and neighborhood and city organizations. Their focus is to prevent violence and injuries, reduce unwaned pregnancies, and decrease rates of HIV and other sexually transmitted infections. They have also created a leadership program to cultivate the next generation of health advocates from within the community. The Johns Hopkins Urban Health Institute has been building on this work for more than a decade, improving the health and well-being of Baltimore residents through training and employment assistance, access to health care, and other offerings. Improving Water Infrastructure and Sustainability The Whiting School of Engineering collaborates with the Baltimore Metropolitan Water System to identify methods for managing and improving the city’s aging water system infrastructure. The program not only develops practical solutions for existing problems but also studies long-term issues of water system sustainability, reliability, and resilience, producing information of value for Baltimore and other cities facing similar challenges. Access to clean water is now an American issue.

Cultivating Local Film Production, Young Musicians The Film and Media Studies program at the Krieger School, in partnership with the Maryland Institute and College of the Arts and the Maryland Film Festival, is re-opening the long abandoned Parkway Theatre as a film center, live performance venue, and cultural anchor. Under the Peabody Institute’s Junior Bach program, composition majors give weekly, one-on-one lessons to middle school students, providing excellent role models and a unique creative opportunity for Baltimore youth, and in the process gaining valuable teaching experience and academic credit.

MUCH MORE MUST BE DONE Through these and other programs, Johns Hopkins works to improve life in Baltimore, develop evidence for methods that may work in other Maryland and U.S. cities, and trains students in the challenges and opportunities of urban revitalization. Yet much more must be done, through a more powerfully coordinated cross-disciplinary approach supported by dedicated donors—the Johns Hopkins Institute for the American City.
Helping to lead the revitalization of Baltimore and other American cities is a massive challenge. Some might ask why a university should seek to do so.

Across Johns Hopkins we believe that our success is tightly linked with the future of our city, compelling us to partner with stakeholders across Baltimore to achieve that success. Those resources include our historic strengths in research and our established expertise in public health, business, engineering, education, and the arts and sciences; our decades of experience in planning and implementing community programs; and the extensive network we have built with neighborhood, community, city, and state leaders.

While these resources are invaluable, in themselves they are not sufficient to the task. We must create a new approach that more strategically unites and coordinates not only our many concerned Johns Hopkins schools, centers, and programs, but also the external organizations with which they partner. Across this broader field we must continue to apply our highest standards of research, creating evidence-based solutions and developing still deeper experience from which we can learn and progress. We must train a new generation of students, provide them with experience through internships, and help them launch careers that will carry this work forward for the next fifty years. With your support, the Johns Hopkins Institute for the American City will have a direct impact on the citizens of Baltimore and lead the way for other cities facing similar problems.

**TOGETHER, WE WILL ACHIEVE GREAT THINGS**

The Johns Hopkins Institute for the American City will be a dynamic new inter-disciplinary and cross-Baltimore focus that will:

**Find answers** by recruiting leading cross-disciplinary faculty and investing in collaborative research projects to expand knowledge on a wide range of issues touching on the future of urban centers.

**Educate the next generation of leaders** by providing undergraduates unique community-based learning opportunities and supporting graduate students with fellowships for researching issues of urban policy, designing and implementing community development projects, and learning crucial leadership skills.

**Identify and strengthen** the most effective partnerships, collaborations, and research and educational programs among faculty, students, and community leaders.

**Invest in specific projects** through a research opportunity fund that will promote overlapping interests of university and neighborhood groups, as well as collaborative research with key civic stakeholders.

**Collect and distribute new scholarship and ideas,** serving governments and other stakeholders as a trusted partner to convene all experts focused in this field.

**A FORCE FOR CHANGE**

We envision the Johns Hopkins Institute for the American City as a dynamic, new, cross-disciplinary research initiative for urban study and change, focusing first on Baltimore but with the goal of sharing successes with other U.S. and foreign cities as well. The institute will draw together our faculty and students, private sector, foundation, municipal, and state leaders, and other change agents from across Baltimore and the nation to develop and rigorously test solutions for the most pressing urban problems.

Led by a director and esteemed faculty, we will leverage Johns Hopkins’ unparalleled strengths in applied research, education, and health. The institute will marry fundamental theory and empirical research to the university’s diverse urban programs, advancing the shared interests of the university, its neighbors, and Baltimore as a whole. To export our solutions to other Maryland cities and other states, we will engage with policymakers in Annapolis and Washington, D.C.

With your help, the Institute for the American City will become the trusted source for new and powerful projects such as the Henderson-Hopkins School and the Hopkins Summit on Gun Violence in America (see pages 7 and 3). Opportunities will abound for undergraduate study and internships, with the goal of producing a new generation of leaders prepared to deal successfully with urban challenges. Please consider how you can join us as a force for change in American cities.
HOW THE INSTITUTE WILL CHANGE OUR WORK

THE JOHNS HOPKINS INSTITUTE FOR THE AMERICAN CITY

Contributing to Urban Progress
Nationally and Globally
Key objectives of the institute, beyond success in Baltimore, are to spread and scale the lessons learned here to other cities in the United States and around the world, and learn from and apply other cities’ best ideas here. We will accomplish these objectives through national policy summits that engage urban leaders from Baltimore and other cities on issues developed through institute research and practice; through publications aimed at academic, policy-making, and broad public audiences; and by consulting with other cities’ programs. The Hopkins Summit on Reducing Gun Violence in America exemplifies the kind of evidence-based forum the institute will sponsor on dozens of topics. Through such high-profile events, we will establish a national leadership role in innovative urban policy.

Help Us Lead the Re-emergence of Baltimore and Other American Cities
The barriers to urban progress in America are many and complex. We believe that our cross-disciplinary expertise, experience, and partnerships, our many deep ties with the city, and the immense energy and dedication of our faculty, students, and partners, will enable us to get to the root causes of urban problems, devise programs and policies to reverse decline, and implement these successfully. We call upon our dedicated friends to help us launch the Johns Hopkins Institute for the American City.

A MODEL FOR UNIVERSITY-URBAN SCHOOL PARTNERSHIPS
Just north of the Johns Hopkins medical campus, a new K-8 education and community complex will open its doors in the fall of 2013. Elmer A. Henderson: A Johns Hopkins Partnership School (known as the Henderson-Hopkins School) and the Harry and Jeanette Weinberg Early Childhood Center will be East Baltimore’s first new public school in nearly 25 years. The $43 million campus has introduced novel approaches to private-public financing, cross-disciplinary research, and evidence-based educational programming, building design, and campus-community relations. The focus will be on academics, health services, and community engagement, leading to improved student learning, stronger families, and healthier communities.
HOW TO TAKE THE NEXT STEP
The Johns Hopkins Institute for the American City welcomes your interest in and support for its important work. There are a number of ways to participate.

LEARN AND SHARE
Visit rising.jhu.edu to learn more about the institute, hear directly from faculty and students engaged in research across our city, and engage with others who are passionate about urban progress. Share your thoughts with us and help spread the word through your professional and personal networks.

MAKE A GIFT
The Johns Hopkins Institute for the American City can succeed only through philanthropic support. Please contact us so that we may help you explore gift opportunities and plan and structure gifts in ways that answer your goals and ours.

CONTACT US TODAY
To pursue any of these options, please contact:
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THE CHANGING FACE OF EAST BALTIMORE
When Baltimore and state leaders decided to transform the once-blighted area near the Johns Hopkins medical campus in 2000, they asked the university and the Annie E. Casey Foundation to act as core investors. East Baltimore Development Inc., a non-profit formed in 2003, is leading a 20-year, $1.8 billion mixed-use revitalization project funded by the city, state, and federal agencies and other philanthropies and private business owners. Nearly $300 million of construction projects were completed, or got under way, in 2012. Anchoring the project is the 1.1 million square foot Science + Technology Park at Johns Hopkins, created to provide state-of-the-art laboratories and office facilities to support the research requirements of private companies and research institutions.

PHOTO BY PATRICK JOUST