THE JOHNS HOPKINS 21ST CENTURY CITIES INITIATIVE

Help Us Revitalize Our Cities Through Data-Driven Solutions and Partnerships
RISING TO THE CHALLENGE

A CALL TO ACTION
Rising to the Challenge: The Campaign for Johns Hopkins will raise unprecedented levels of support to attract, sustain, and further empower the people of Johns Hopkins — our students, faculty, and researchers — who through their work improve the lives of millions around the world. Together with our philanthropic partners we will:

ADVANCE DISCOVERY AND CREATIVITY through support of our exceptional faculty and researchers. Their innovative work drives the development of new knowledge, new forms of expression, and new ways to save lives and improve health, and furthers progress across our core disciplines in science and technology, the humanities and arts, and public health and medicine.

ENRICH THE STUDENT EXPERIENCE by investing in scholarships and fellowships, inspirational spaces for collaborative learning and social opportunities, and new programs that will enhance student-faculty interactions, ensure diversity on campus, link learning in the classroom to life after graduation, and strengthen connections between our students and our surrounding communities.

SOLVE GLOBAL PROBLEMS AS ONE UNIVERSITY by creating new cross-disciplinary solutions in crucial areas such as revitalizing cities around the world, advancing individualized health, understanding how we learn and teach, and attacking the root causes of global health problems.

“Let’s get moving.”

Kathryn Edin studies poverty directly, through in-depth interviews, ethnographic observations, and surveys that shed light on key mysteries: How do single mothers survive on welfare? Where are the fathers? How has welfare reform changed their lives? She has shared her deep insights in widely read books, including $2 a Day: The Art of Living on Virtually Nothing in America, a 2015 New York Times Notable Book of the Year. Edin’s work fills her with determination to draw on and strengthen the individual and community resilience she research reveals. As the 21st Century Cities Initiative director and a Bloomberg Distinguished Professor with joint appointments in the Krieger School of Arts and Sciences and Bloomberg School of Public Health, she works to develop the knowledge and partnerships that will help revitalize cities across America and around the world.

“If we can bring together Johns Hopkins’ experts, our city partners, and our generous donors, we can make measurable progress,” Edin notes. “It takes ten years to change a city. Let’s get moving.”

IN THE MIDST OF CHALLENGES, RESILIENCE AND HOPE

Across the United States and around the world, mid-sized, industrial-era cities are struggling against slow economic growth, ineffectual educational systems, outdated infrastructure, debilitating disease and addiction, violent crime, and other problems seemingly too big to manage, too complex to understand, too elusive to solve.

Yet many have, in the midst of challenges and setbacks, maintained a reserve of human, entrepreneurial, institutional, and cultural capital, along with a spirit of indomitable resilience. They have grounds for hope, if not always the means — including accurate, timely data and data-centered solutions — to advance.

This is where, with your help, the Johns Hopkins 21st Century Cities Initiative can make a difference.

Help Us Build on What We’ve Begun

With university and donor support, we have begun to connect leading city-focused faculty members and students from across Hopkins schools, fund their innovative research, and partner with city leaders and citizens in Baltimore and among a growing group of municipalities nationally. Using data-driven methods, we are helping our partners define their problems, develop on-the-ground solutions, measure their results, and engage in the hard work of revitalization from the neighborhood to the broader community, the school to the system, the start-up to the business sector, the individual patient to the medical system — making small differences and scaling them into bigger ones.

To build on what we have started and sustain it for the next five years, we seek funding in four areas: $2.5 million in seed grants to fund innovative research; $12 million in endowed professorships to attract additional leading thinkers; $5 million in graduate student fellowships to train future leaders; and $500,000 in outreach programs to share ideas and inspire new partnerships. All told, $20 million will enable us to grow and sustain the initiative and bring Hopkins expertise to cities around the world. Please consider joining us — every gift counts.

IN OUR MOST CHALLENGED CITIES

KATHRYN EDIN, BLOOMBERG DISTINGUISHED PROFESSOR AND DIRECTOR OF THE 21ST CENTURY CITIES INITIATIVE (FORMERLY THE INSTITUTE FOR THE AMERICAN CITY), TRAINS STUDENTS TO INTERVIEW CITIZENS IN BALTIMORE NEIGHBORHOODS.

PHOTO BY MARSHALL CLARKE

IN THE MIDST OF CHALLENGES, INFORMING MORE COST-EFFECTIVE REVITALIZATION EFFORTS. (SEE PAGE 8.)

PHOTO BY RENEE FISCHER

IN OUR MOST CHALLENGED CITIES, TOGETHER, WE CAN MAKE A DIFFERENCE

PHOTO BY LISA DIFENBERG
Unable to sustain 20th century growth that seem hopelessly locked in the past. We all know mid-sized American cities lies at the heart of the 21st Century transcend traditional solutions — and propose and evaluate policies that they need to understand their challenges leaders and citizens lack the information and elicit citizens’ interest and help. result in change and are worth the cost, terms, determine whether policies actually unable to define problems in actionable long-lasting gains. Many find themselves they have rarely achieved significant, infrastructure, and improving schools, traditional approaches for attracting a effect cities globally. find their way today. Similar problems and its benefits, they seem unable to DATA: CENTRAL TO 21ST CENTURY SOLUTIONS
With support from philanthropists and the university, the 21st Century Cities Initiative is developing innovative methods that promise to help resilient yet struggling cities. We are a knowledge-creation enterprise that is data-driven, interdisciplinary across Johns Hopkins, dedicated to producing innovative research and future leaders, and deeply engaged with civic partners, both leaders and citizens. We need your gifts to accelerate what we have begun. We Are Data Leaders Initiative director and Bloomberg Distinguished Professor Kathryn Edin is one of the nation’s leading exponents for qualitative data, based on surveying and interviewing the urban poor. On the quantitative side, Bloomberg Distinguished Professor Stephen Morgan, through his work on predictors of student achievement, has become one of the foremost authorities on social science research methods. Together they lead our faculty, students, and civic partners in developing data-centered solutions for urban challenges. We Unite Urban Scholars and Students Across Johns Hopkins More than 150 urban-focused scholars across seven Hopkins schools are allied with the initiative. Their research interests define our key areas of work, from creating wealth to cultivating the arts, and may be organized within two cross-cutting themes: neighborhood revitalization and climate change/disaster preparedness. Crucial to their work has been the voluntary involvement of graduate and undergraduate students, who participate in research projects, learn interdisciplinary methods, and gain valuable career experience. We Work Closely with Civic Leaders Initiative researchers are already beginning to partner with civic leaders in Baltimore and other American cities, helping them understand, develop, and manage scientific data; devise, test, and learn from data-driven solutions; and share information with their departments and citizens. Our partnerships with city administrators occur on multiple levels, from individual researchers’ projects to programs offered by our Center for Government Excellence (see page 4), Hopkins community programs such as the East Baltimore Development Initiative and Homewood Community Partnerships Initiative, and, through the Krieger School’s Social Policy minor, internships in mayor’s offices, housing authorities, and other municipal organizations. WE NEED YOUR HELP The framework and many of the components needed to achieve the initiative’s full potential are now yielding initial results. We need your help to increase our seed grant fund, to attract more great faculty members and students with professorships and fellowships, and to bring our ideas and methods to a wider audience.
In Baltimore and a growing number of cities around the country, the 21st Century Cities Initiative has begun to develop new ideas, programs, and partnerships to help civic leaders define problems, test solutions, and demonstrate progress to citizens. With your help, we can build on our initial successes and establish ourselves as the nation’s premier urban-focused academic research program.

**DATA SOLUTIONS FOR CITIES ACROSS THE COUNTRY**

Supported by a gift from Bloomberg Philanthropies, and as part of that foundation’s What Works Cities program, the 21st Century Cities Initiative has established a powerful operational arm called the Center for Government Excellence. The center helps its partners – not only in Baltimore but in 100 cities across the country over three years, and eventually internationally – build capacity for data-driven decision making, evaluate policies, and foster transparent accountability and citizen engagement. Assembling a team of data experts with experience in municipal and state government, the center goes on location to introduce data science into mature cities’ governance and provides “online office hours” for ongoing assistance. (See story on page 5.)

**INNOVATING IN BALTIMORE**

Funded by seed grants, our researchers are putting their ideas into action in our hometown, creating the closest bond possible between Johns Hopkins and Baltimore. Here are a few examples of their work.

- In a supportive, racially diverse school with inclusive tracking, a stable core of middle-class students can significantly benefit the performance of poor and minority students. Building on this finding, and with seed funding from the 21st Century Cities Initiative, Karl Alexander, John Dewey Professor Emeritus of Sociology, will launch the Thurgood Marshall Alliance, a network of Baltimore schools committed to improving performance through racial and economic diversity. The network will assist with educational programming and family recruitment, and measure progress toward performance goals.

- In Baltimore, as in many cities, a growing number of older adults is experiencing serious, even life-threatening, injuries from falls. Uniting multiple Hopkins schools and led by the city’s Department of Health, the Baltimore Falls Reduction Initiative Engaging Neighborhoods and Data (B’FRIEND) will use a new data platform to guide community and individual interventions, aiming to reduce serious falls by one third over three years. Initial seed funding has led to further support by the Robert Wood Johnson Foundation. (See story on page 3.)

- In the wake of the 2015 Freddie Gray-related disturbances, many in Baltimore wondered if we could understand and prevent such challenges in the future. With seed funding supported by the Annie E. Casey Foundation, the initiative engaged faculty and students in Rapid Response Research that ranged from scanning police channels to understand post-riot police responses, to surveying high school students’ perspectives on the events. (See story on page 4.) Among other findings, the research has shown how the riots changed Baltimore policing habits across a wide range of crimes.

**TOOLS TO HELP WITH CLIMATE CHANGE AND DISASTER PREPAREDNESS**

Through the initiative’s faculty partners in the Johns Hopkins Systems Institute, we can offer cities data and tools to help them prepare for and manage climate change and disaster scenarios.

In research funded by the National Science Foundation, Judith Mitrani-Reiser, assistant professor of civil engineering at the Whiting School of Engineering, is developing an assessment tool that reveals the vulnerabilities of a community’s health care system when exposed to natural hazards such as hurricanes and earthquakes, and helps prevent critical community services from failing. (See photo on page 1.) People often act irrationally in stressful situations, from weather emergencies to epidemics to civil unrest, Joshua Epstein, director of the Hopkins Center for Advanced Modeling and a professor of emergency medicine in the School of Medicine, uses Center for Government Excellence data to model how fear spreads and affects human behavior, and how city leaders can successfully manage unrest.

**A City’s Uprising, a Student’s Learning Opportunity**

By the start of last summer, rising Krieger School senior Lauren Abrahams already had served two Hopkins service organizations as president. Yet she sought additional experience working directly with underserved populations — and she found that opportunity with the 21st Century Cities Initiative’s Rapid Response Research project. Funded in part by the Annie E. Casey Foundation, the project sent teams of Hopkins students and faculty into Baltimore’s hard-hit Penn-North, Upton, Morrell Park, and Highlandtown neighborhoods to understand how youth perceive the April 2015 unrest, and what their connections to school, work, family, and community look like. Abrahams’ team also conducted in-depth interviews with several families living in the deepest poverty to learn how they have survived economically. The program enabled Abrahams to hone important qualitative research skills — such as how to conduct an effective interview while saying as little as possible — that she’ll use in her desired career in social work and public policy.

A team from the Center for Government Excellence visited Jackson and worked intensively with city leaders. They helped each department refine its responsibility matrix to include goals with measurable targets and timelines, and established “JackStat” meetings to report and share data. Going forward, departments will be more accountable for progress, and public awareness will be promoted through social media and a planned online performance dashboard. The Center will remain in contact with the city to track progress and help with problems.

“Data-driven decision making is crucial for Jackson’s future growth and development,” says Mayor Yarber. “The Center for Government Excellence has helped us move closer to that goal.”
21st Century Cities Giving Priorities: How You Can Help

You Can Make a Difference

With your generous support, we can build on the progress we are already making. Key priorities are seed grants, professorships, fellowships, and outreach programs.

Help Us Fund Seed Grants for Innovative Research

One of the best ways to foster innovation is to offer Hopkins faculty members competitively awarded seed grants. We seek to provide ten $50,000 grants each year for five years (total value: $2.5 million) to support both the broad range of initiative research and Center for Government Excellence projects. Your help will enable researchers to develop initial data and apply for government help will enable researchers to develop initial data and apply for government, corporate, and foundation support.

Help Us Attract and Train Future Leaders

Today, graduate students work in initiative programs on a voluntary basis. We seek to offer a full-fledged training program that engages pre- and post-doctoral students in our research activities and prepares them to adopt interdisciplinary approaches.

Each year we will provide four endowed fellowships and four term fellowships; the endowed fellowships require $1 million each in support, and the term fellowships $250,000 each (total value: $5 million). With your help, we can inspire the world’s best students to focus their interests on the initiative and its challenges and become future leaders in their fields.

Help Us Recruit and Sustain the World’s Best Faculty

To benefit from an influx of new city-related ideas, experiences, and connections, and to increase the standing of our field and our initiative, we seek to offer four endowed professorships. These will help us attract and retain top faculty members who are focused on our research topics and prepared to implement interdisciplinary approaches. Each professorship requires $3 million in support (total value: $12 million).

With your help, we can compete successfully for researchers who are committed to urban revitalization and already leaders in their areas of work.

Help Us Bring Our Ideas and Programs into Wider Use

Outreach and dissemination are central to our mission. For our first 21st Century Cities Symposium, on neighborhood transformation, we will invite the participation of a Cabinet-level policy-maker and nationally prominent mayor, as well as civic partners, community organizations, and academics, and select the winner of the 21st Century Cities Neighborhood Innovation Award from graduate student entries (total cost per symposium: $40,000; total cost per award: $25,000). Likewise, we will present the Redlining Forum, which will, at multiple unique venues across Baltimore on the anniversary of the Freddie Gray civil unrest, engage citizens in an exploration of racial segregation in American cities (cost per event: $10,000). We will also launch our new website and social media programming, requiring $60,000 in support. Multi-year sponsorships are available for any of our outreach programs. Your gift will help us reach professional and lay audiences to promote our ideas and establish Johns Hopkins as the leader in this field.

Bringing Data to the Forefront of the Policy Debate

For social scientists to help drive the revitalization of modern cities, they must speak policymakers’ language — which requires increased reliance on data and renewed emphasis on causation over correlation. Bloomberg Distinguished Professor Stephen Morgan, who holds joint appointments in the Krieger School and School of Education, wrote the book on the topic: Counterfactuals and Causal Influence: Methods and Principles of Social Research. His recent application of those methods carries forward a seminal 1966 U.S. Department of Education report linking family background to educational outcomes. Morgan’s work uses data from Baltimore City and its four surrounding counties, and he plans to share his findings with local policymakers. “We’re trying to liberate cities’ data and use it, rather than just putting it up on a website, which is where it stops in a lot of places,” Morgan says.

Police and Politics

Police brutality and its impact on the lives of black men in urban areas have increasingly dominated media coverage and policy debates. Yet little scientific evidence exists regarding the role politics plays in law enforcement spending and the social outcomes of increased policing. Lester Spence, associate professor of political science and Africana studies in the Krieger School, and Roland J. Thorpe Jr., assistant professor of health, behavior, and society in the Bloomberg School of Public Health, will fill that gap with support from a 21st Century Cities seed grant. The duo will develop a longitudinal database that includes statistics on Baltimore’s municipal police spending, political engagement and culture, and demographics. This tool will analyze the relationships among political and social forces, police spending, and the health of black men in cities, informing discussions in Baltimore and elsewhere about the importance of transparency in policing.
From One Seed Grant, New Knowledge Can Grow
Can one vacant property be the difference between a thriving community and a decaying neighborhood? A study supported by a 21st Century Cities Initiative seed grant seeks to find out. Tamás Budavári, the study’s principal investigator and an assistant professor with appointments in the Whiting and Krieger schools, Philip Garboden, MPP, A&S ’11, a sociology doctoral student, and Baltimore City Housing Authority deputy commissioner Michael Braverman, A&S ’81, are creating a statistical tool that can analyze Baltimore City’s real estate database to better identify uncouped properties throughout the city and improve quality of life in many neighborhoods. The tool will inform policy questions such as: If the city intervened to prevent one property from becoming vacant, could that action save the block? The entire neighborhood? Garboden has enjoyed the process of discovery and values the experience of developing a major research project from the start — a struggle for many new professors.

“I’ll feel very prepared when I start my first faculty position,” he says.

Preparing the Policymakers of Tomorrow
Molly Dillon, A&S ’11, carries with her a phrase she once heard from Stefanie DeLuca, professor of sociology: If you’re not outraged, you’re not paying attention. “In policymaking,” Dillon says, “that’s a good attitude to have.” As a policy assistant for the White House’s Domestic Policy Council, Dillon channels her outrage toward productive ends, such as President Obama’s “ban the box” initiative. Her office helped work on the policy, which delays a federal job applicant’s criminal history check until after qualifications have been considered, to prevent discrimination and allow the formerly incarcerated a fairer shot at employment. Dillon’s work constantly requires bringing diverse strands of knowledge together — such as economics, history, politics, sociology — to form strong and lasting solutions to today’s social issues. Knowing that the 21st Century Cities Initiative will produce scholars and practitioners dedicated to interdisciplinary work in service to cities “makes me even prouder to be a Hopkins alumna,” Dillon says.

A RANGE OF GIVING OPPORTUNITIES
The 21st Century Cities Initiative seeks a total of $20 million in philanthropic support. Your gifts will help us reach that goal and bring data-driven solutions to cities across the country and around the world. Opportunities include:

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<th>Your Gift</th>
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<tr>
<td>$10,000</td>
<td>Fund a full-time summer undergraduate research assistantship</td>
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<td>$25,000</td>
<td>Fund prizes for one year’s Student Innovation Competition</td>
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<td>Support a visiting scholar for one year</td>
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<td>Fund two seed grants to foster interdisciplinary research</td>
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<td>$500,000</td>
<td>Establish a seed grant fund to offer 10 interdisciplinary research projects for one year</td>
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<td>$1 million</td>
<td>Endow one full graduate fellowship</td>
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<td>$3 million</td>
<td>Endow one full professorship</td>
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<td>$15 million</td>
<td>Fund the naming of the initiative, and provide permanent core support and essential physical space</td>
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We would be happy to discuss these and other giving options.

LET US HELP YOU TAKE THE NEXT STEPS
LEARN AND SHARE: Plan to attend the 21st Century Cities Symposium and our Redlining Forum, where you can meet our faculty and students, learn about our programs, and engage in discussion with researchers, civic leaders, and citizens.

EXPLORE YOUR OWN CITY: Through your representative or other contacts, learn about your city’s data capacity and programs, look for ways they might benefit from initiative research, and initiate a conversation with us.

MAKE A GIFT: The 21st Century Cities Initiative can succeed only with the support of dedicated philanthropists determined to help Hopkins develop data-driven approaches to urban revitalization. We stand ready to guide you in exploring gift opportunities and planning and structuring gifts in ways that support your goals and ours.

CONTACT US: To learn more about all of these options, please contact:
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