

OFFICE *of the*
PRESIDENT

10x20 and Beyond

A Conversation Guide
for the Next Strategic Vision
for Johns Hopkins



JOHNS HOPKINS
UNIVERSITY

The Ten by Twenty Strategic Plan

Adopted in 2013 and under review in 2022.

One University

Forging Collaboration Across Disciplines

- Goal #1** Selectively invest in those programs and activities that will advance significantly our core academic mission.
- Goal #2** Strengthen our capacity for faculty-led interdisciplinary collaboration and launch a set of innovative cross-cutting initiatives that will contribute substantially to the world of ideas and action.
- Goal #3** Enhance the impact of Johns Hopkins Medicine, the Bloomberg School of Public Health and the School of Nursing, as the world's preeminent academic health sciences enterprise by deepening collaboration among these entities and with disciplines in other parts of the university and across the globe.

Individual Excellence

Supporting faculty, students, and staff

- Goal #4** Build Johns Hopkins' undergraduate experience so it stands among the top ten in the nation.
- Goal #5** Build on our legacy as America's first research university by ensuring that at least two-thirds of our Ph.D. programs stand among the top twenty in their fields.
- Goal #6** Attract the very best faculty and staff in the world through a welcoming and inclusive environment that values performance and celebrates professional achievement.

Commitment to Our Communities

Enriching our ties to Baltimore, the nation, and the world

- Goal #7** Enhance and enrich our ties to Baltimore, the nation and the world, so that Johns Hopkins becomes the exemplar of a globally engaged, urban university.

Institution Building

Building an even stronger university

- Goal #8** Strengthen the institutional, budgetary, technological and policy frameworks necessary to set priorities, allocate resources, and realize the highest standards of academic excellence.
- Goal #9** Reinforce our position as the leading university recipient of competitively funded federal research support, while increasing the amount of annual research investment from other sources with appropriate cost recovery.
- Goal #10** Develop the resource base necessary to support investments in key academic priorities.

A CONVERSATION GUIDE FOR THE Next Strategic Vision for Johns Hopkins.



One University

Forging Collaboration Across Disciplines

QUESTIONS LOOKING FORWARD

- How can Johns Hopkins, as One University, continue to realize its ambitious, entrepreneurial drive to lead the world in the kinds of interdisciplinary collaborative activity necessary to tackle society's greatest problems?
- Where is our interdisciplinary focus most needed in the coming years?
- How can we successfully transcend the obstacles that still stand in the way of such interdivisional and interdisciplinary collaboration?

Key Feedback from 2020 Listening Sessions

- Further capitalize on past investments by doubling down in key areas that will propel us from good to great, including artificial intelligence, data science, and areas of inquiry that promise to yield paradigm-shifting innovations in health.
- Deepen our capacity to reliably support high-risk, high-reward projects, as well as the world-class infrastructure (physical, technological, and human) and integrated operational processes to power those projects.

Individual Excellence

Supporting faculty, students, and staff

QUESTIONS LOOKING FORWARD

- How can we continue to build on our increasing reputation for success in undergraduate education, and what areas require our more focused attention?
- How do we define and measure excellence with respect to our masters and doctoral programs, and what steps must we take to reinforce the rigor and excellence of those programs?
- What additional steps can we take to attract and retain top faculty talent at all stages of the academic lifecycle?
- How can we ensure that Johns Hopkins is a "best in class" employer for all?
- How can we even further deepen and more successfully realize our commitment to diversity, equity, and inclusion across all dimensions?

Key Feedback in 2020 Listening Sessions

- Foster an even more inclusive, welcoming undergraduate community and a learning ecosystem that engenders interdisciplinary thinking and collaboration, integrates scholarship and research, pushes pedagogical boundaries, and otherwise equips our students with the broad analytical skills they will need for the 21st century.
- Meet and, ideally, exceed the goals we set out for ourselves in the 10x20 with respect to Ph.D. education and training, with particular attention to improving the culture and structures surrounding doctoral education at Johns Hopkins.
- Ensure that diverse faculty – both current and prospective – view Johns Hopkins as an institution that supports and excites them and as an institution where they want to make lifelong careers.



Commitment to Our Communities

Enriching our ties to Baltimore, the nation, and the world

QUESTIONS LOOKING FORWARD

- How can we further deepen our connections across Baltimore, leveraging our shared resources and distinct perspectives to strengthen the economic vitality and well-being of our neighbors and communities? How do we become a true partner, in every respect, to Baltimore?
- How do we fully capitalize on the promise offered by our new Washington, D.C. home at 555 Pennsylvania Avenue, and ensure our expertise is both enriched by and shaping national and international debates?
- How can Johns Hopkins best fulfill in the coming years its responsibility to the nation and the world as a trusted purveyor of facts and science?

Key Feedback in 2020 Listening Sessions

- Root our ties to and engagements with Baltimore in a set of best practices that emphasize our complementary assets and an equitable partnership-based approach to collaborative activity.
- Better measure the impact of Johns Hopkins-Baltimore partnerships and more closely track the extent to which our research redounds to Baltimore's benefit.
- Use Johns Hopkins' capacity and expertise to support our Baltimore community, including by investing in our faculty to help support the city with programs like a BDP cluster dedicated to tackling our city's most pressing issues.

Institution Building

Building an even stronger university

QUESTIONS LOOKING FORWARD

- What resources do we need to advance our boldest aspirations for education, service, and discovery? How can we allocate those resources both judiciously and nimbly?
- What must we do to ensure that we not only retain our place as the top annual recipient of federal research funding, but also grow that funding year over year and diversify our sources of support for research?

Key Feedback in 2020 Listening Sessions

- Be increasingly ambitious in formulating sustainability strategies, goals, and metrics that advance our values, academic mission, and operations
- Act purposefully and proactively to better integrate our cores, strengthen our administrative, physical, and human capital infrastructures, and think creatively about reimagining funding and administrative systems to shift them from barriers to strengths.