



JOHNS HOPKINS  
UNIVERSITY

OFFICE *of the*  
PRESIDENT

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*Ten by  
Twenty  
and Beyond*

Looking Back  
and Moving Forward



# Ten by Twenty and Beyond

In 2013, Johns Hopkins launched its strategic vision, the *Ten by Twenty* (10x20), a set of guiding principles for the university through the end of the decade. Shaped by extensive conversations with faculty, students, staff, alumni, and community partners across the institution, the 10x20 laid out 10 goals under four overarching priorities, which are to:

- Nurture cross-cutting collaboration across the university's divisions as **One University**;
- Foster the **Individual Excellence** of our faculty, staff, and students;
- Deepen our **Commitment to Our Community**; and
- Engage in **Institution Building** in ways that support our mission of teaching, research, and service.

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Over the past decade, we have realized tremendous progress toward our *Ten by Twenty* aims. We thank all of you for everything you have done to set Johns Hopkins on such a remarkable trajectory and for bringing your ideas, imagination, and partnership to crafting a plan for our shared future that embodies this university's prodigious possibility.

In January 2020, President Daniels launched a multiphase, multistakeholder listening tour to evaluate the university's progress to date and to begin dreaming together about the future. Between January and March 2020, we conducted 17 listening sessions with 440 members of the university community. We also received 70 comments via the 10x20 web portal. This outreach sought to gauge the extent of the progress we made on the challenges we set for ourselves in 2013, while concurrently soliciting innovative ideas to inform our strategic plan moving forward.

We unfortunately had to pause this outreach effort because of the COVID pandemic, which created extraordinary personal and professional challenges for our community. Nevertheless, our community steadfastly continued working to pursue our education, research, clinical, and public service missions. In fact, the pandemic sharpened our thinking about our priorities and, over the past two years, Johns Hopkins only further cemented its global reputation as a vital source of trusted information and expertise, during this time of tremendous uncertainty and challenge for our community, our nation, and the world.

We are now thrilled to restart this critically important process. As we look to the future, informed by deep reflection on our past and a forthright appraisal of our present, we ask you to offer your insights and perspectives.



## 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.

# One University

## Forging Collaboration Across Disciplines

Since 2013, we have, together, increasingly embraced a One University ethos, fueling yet more leading-edge interdisciplinary research and scholarly endeavors. Our signature Bloomberg Distinguished Professorships program is now entering its second phase with a second cohort of 50 professors soon to be hired in areas of distinct purchase for Johns Hopkins, such as artificial intelligence and society, epigenetics, and racial disparities in health, that will further incentivize and encourage leading-edge interdisciplinary collaboration. Other significant new cross-divisional efforts range from the Bloomberg American Health Initiative and the Precision Medicine Analytics Platform (PMAP) to the Stavros Niarchos Foundation Agora Institute and the Alexander Grass Humanities Institute.

Further, the One University ethos has been enshrined in new pan-university shared governance bodies at Johns Hopkins. Among them are the Johns Hopkins University Council (JHUC), a new universitywide faculty governance body that emerged from the University Pandemic Academic Advisory Committee (UPAAC), a highly successful, cross-divisional leadership group established to work collaboratively with the president and provost and lend incisive faculty perspectives to urgent discussions amid the COVID-19 pandemic. Similarly, we have recently made the commitment as part of our Second JHU Roadmap on Diversity, Equity, and Inclusion to create staff and student advisory councils that will also draw from across our university's divisions and units. We also launched the Tenure Advisory Committee—a 14-member universitywide body—in November 2020

### 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?

to advise President Daniels on the strength of tenure cases brought before him for consideration, aligning Johns Hopkins with its peers with respect to the tenure process.

Over the past two years, we have also seen our One University ethos embodied in the Johns Hopkins Coronavirus Resource Center, which brings together expertise from every division of the university, has exceeded 1 billion page views and has conducted over 40 30-minute briefings with live Q&As. The COVID Tracking Project documents and supplies profoundly important data on COVID-related racial and ethnic health disparities.



**\$36M**  
investment



**830**  
faculty and  
staff investigators

### Catalyst, Discovery, and Frontier Awards

Since 2015, the university has launched a series of grant programs for faculty and other scholars across our One University:

**Discovery Awards: 176 grants awarded** for interdisciplinary work from two or more schools or divisions. (\$18,100,000 total funding)

**Catalyst Awards: 206 grants awarded** to promising young faculty in every school and division in the university. (\$15,450,000 total funding)

**President's Frontier Awards: Nine grants awarded** to faculty performing transformative research in five schools and divisions. (\$3,040,000 total investment including nine PFA awardees and 14 finalists)

These grants have resulted in **29 patents** and **275 scholarly publications**, and generated **\$224 million in new grants** from external sources. They have fueled cutting-edge collaboration and discovery across the university and will continue through the 2024-25 academic year.



**29**  
patents

**275**  
scholarly  
publications



**\$224M**  
in new grants

# Individual Excellence

## Supporting faculty, students, and staff

Thanks to a historic gift of \$1.8 billion from Michael R. Bloomberg in 2018—the largest-ever single contribution to a college or university—Johns Hopkins has been able to commit permanently to need-blind admissions, making Hopkins a loan-free institution and drastically reducing the financial burden on our students and their families. In 2021, for the second year in a row, Johns Hopkins was ranked at No. 9 in the annual [U.S. News & World Report Best Colleges rankings](#)<sup>1</sup>, the longest-running and most widely cited assessment of U.S. colleges and universities.

In addition, we are currently in the process of implementing the recommendations set out in the fall 2020 report of the Second Commission on Undergraduate Education (CUE2), which was charged with reinterpreting the mission of an undergraduate education in the 21st century and developing a new model that will serve us for the next decade or more.

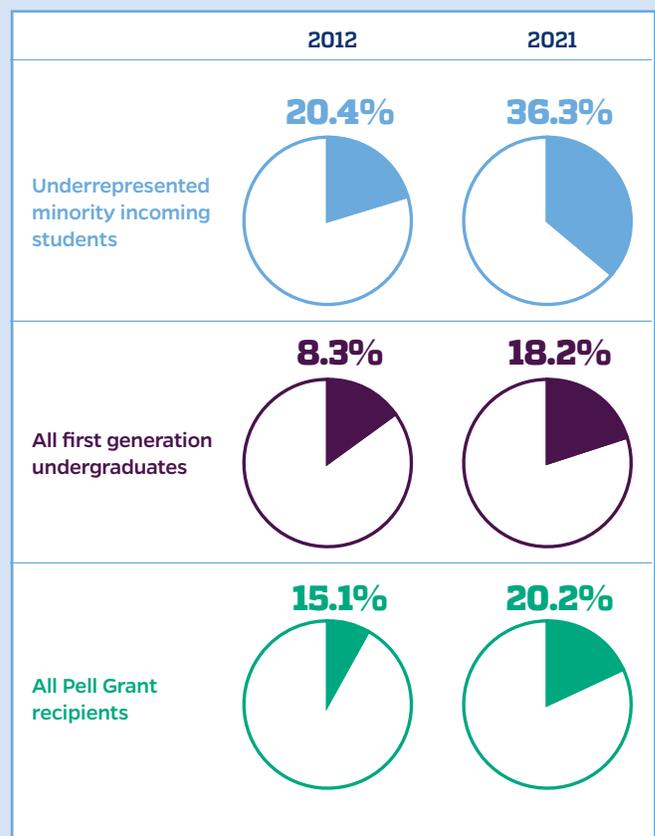
We also are leading the country in PhD data transparency through our leadership in the Coalition for Next Generation Life Science, and have invested over \$1.5 million in programs that promote and facilitate field-specific and interdisciplinary professional development for our PhD candidates in the sciences. We have improved our oversight of PhD programs through deans' reports and the Doctor of Philosophy Board (DPB). And we have invested an additional \$1 million in student health benefits, with new options for dental and vision coverage, lower deductibles, and better mental health coverage. We also introduced eight-week parental leave accommodations and provided qualified students up to \$5,000 annually in child care benefits.

We have made large investments in attracting, supporting, and retaining world-class faculty, including the creation of over 250 newly endowed faculty positions across our divisions and the launch of major new initiatives—such as the Catalyst Awards, the Discovery Awards, the President's Frontier Award, and the Provost's Award for Excellence in Faculty Mentoring—that support and celebrate faculty achievement.

To better support our world-class staff, Johns Hopkins and the Johns Hopkins Health System adopted an enterprisewide \$15 minimum wage that took effect on July 1, 2021, for university employees and on January 1, 2022, for health system employees. This minimum wage

applies to all employees, as well as to temporary workers, student workers, and contract workers who work full time on campus, and the increase directly benefits more than 6,000 Maryland employees. We also enhanced our support for all employees and their dependents by, for example, creating a birth recovery and parental leave policy that provides up to 10 weeks of fully paid leave for new parents. And our COVID-19 Caregiving Relief Fund (CCRF) provides reimbursement to eligible employees and students who have incurred additional and qualifying caregiving, remote learning support, and technology equipment expenses as a direct result of the COVID-19 pandemic.

Vitality, we have continued to embrace diversity along every dimension—background, learned and lived experience, and perspective—and, among other things, we now have the most diverse and academically talented undergraduate student body in our history. [Realizing Our Promise: The Second JHU Roadmap on Diversity, Equity, and Inclusion](#)<sup>2</sup> was released in December 2021, marking an important milestone in the journey we began six years ago. It is



<sup>1</sup> [usnews.com/best-colleges](https://www.usnews.com/best-colleges)

<sup>2</sup> [diversity.jhu.edu/assets/uploads/sites/11/2021/12/SecondJHURoadmap.pdf](https://diversity.jhu.edu/assets/uploads/sites/11/2021/12/SecondJHURoadmap.pdf)

based on a vision of Johns Hopkins as a pluralistic community that embraces the values and imperatives of diversity, equity, and inclusion as integral to our institutional missions and our commitment to freedom of inquiry and expression. In May 2021, Johns Hopkins and Bloomberg Philanthropies announced the inception of the [Vivien Thomas Scholars Initiative](#)<sup>3</sup> (VTSI), a \$150 million effort to directly address historic underrepresentation in science, technology, engineering, and math fields, and to prepare a new, more diverse generation of researchers and scholars

to assume leading roles in tackling some of the world's greatest challenges. Further, between 2020 and 2021, as part of our holistic effort to visibly celebrate the names and stories of remarkable people who are part of Johns Hopkins' history and to grapple frankly with the ways that racism, discrimination, and other forms and expressions of prejudice and intolerance have shaped and persisted at our institution, we established the Name Review Board, the Diverse Names and Narratives Project, and the Hard Histories at Hopkins Project.

## 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 master's 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?

# Commitment to Our Communities

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

We have continued to work tirelessly in partnership with our neighbors and community and civic leaders to strengthen the economic, social, and physical health of our home through far-reaching initiatives—from investments in public schools to launching economic inclusion and neighborhood revitalization programs, creating community safety partnerships, and developing a local innovation ecosystem.

Our collaborations with Baltimore City schools include establishing and operating Henderson Hopkins, the first new K-8 public school constructed in East Baltimore in more than 20 years, and providing more than 64,000 vision screenings and 9,000 pairs of eyeglasses to Baltimore City students via Vision for Baltimore. Other successful endeavors include the [HopkinsLocal](#)<sup>4</sup> economic inclusion program; 10KSB, a partnership with Morgan State University and the Community College of Baltimore County to promote small

businesses in the United States; the investments in our communities through the Homewood Community Partners Initiative (HCPI), the East Baltimore Development Inc. (EBDI) initiative, the reinvigoration of Remington and the Station North Arts and Entertainment District in Central Baltimore; and the seeding of a local innovation ecosystem that now supports 70 startup companies with a sizable presence in Baltimore and more than 1,000 local jobs.

Through the past two years of the pandemic, Johns Hopkins and its community partners established a \$1.7 million emergency food distribution effort for East Baltimore communities, helping to deliver more than 6 million meals to neighbors experiencing food insecurity; the JH HEAT Corps was deployed to teach over 1,200 youth in Baltimore, across the country, and abroad about COVID-19; and, together with our partners across the city and state,

we established a field hospital, testing, and vaccination centers, and delivered more than 40,000 vaccines to nearly 30,000 people. During the pandemic, Johns Hopkins also hosted the first of its planned clinics to assist Baltimore community members hoping to have their criminal records expunged. Since launching this effort, we have served more than 400 clients and well over 1,300 charges have been cleared from their records.

On the national stage, with the acquisition in June 2020 of 555 Pennsylvania Avenue in Washington, D.C., Johns Hopkins is moving rapidly toward consolidating its Washington graduate school operations, and the building's proximity to Capitol Hill will increase the university's ability to bring its research and expertise to national and global conversations and debates. Anchored by the School of Advanced International Studies (SAIS), 555 Penn will also house the D.C.-based academic programs of the Carey Business School and the Krieger School of Arts and Sciences. Ultimately, every division of the university will make use of the building, creating new opportunities for interaction

and collaboration among faculty, staff, and students and allowing for greater flow of ideas and people between Baltimore and Washington.

### 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 home at 555 Pennsylvania Avenue, and ensure that our expertise both is enriched by and is 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?

From 2019 to 2021, **HopkinsLocal** has worked to increase economic opportunity in Baltimore City through construction, hiring, and purchasing activities. To see how we measure progress against specific goals, go to [hopkinslocal.jhu.edu/progress](https://hopkinslocal.jhu.edu/progress)

#### HopkinsLocal Three Years at a Glance | FY2019-FY2021

##### BUILD

**\$41.8M**



was committed in FY21 to contractors that were minority-owned, women-owned, or disadvantaged business enterprises. (15.9% of addressable construction spending).

##### HIRE

**1,448**



people were hired over three years for a set of targeted positions and live in focus area Baltimore City ZIP codes. In FY21, 52% of targeted positions were filled by focus area residents.

##### BUY

**\$406.8M**



was spent in targeted categories with local businesses over three years. Local spending increased \$28.3M over the baseline of 2018.

<sup>3</sup> [provost.jhu.edu/about/vivien-thomas-scholars-initiative/](https://provost.jhu.edu/about/vivien-thomas-scholars-initiative/)

<sup>4</sup> [hopkinslocal.jhu.edu/](https://hopkinslocal.jhu.edu/)

# Institution Building

## Building an even stronger university

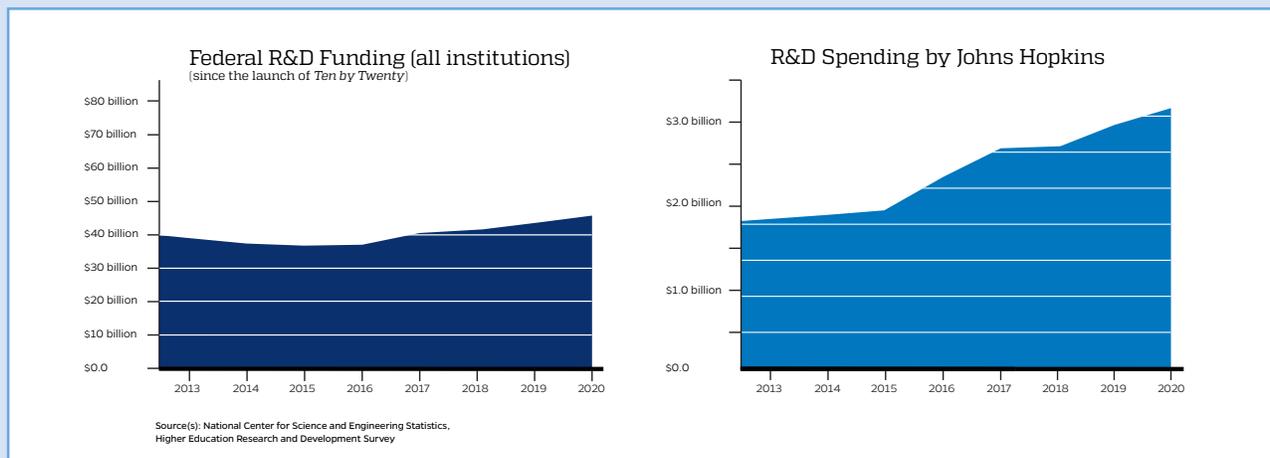
Johns Hopkins continues to lead the nation in research spending and, even in the midst of the pandemic, the university spent more than \$3 billion on research in FY2020. Our federally funded research activities have been bolstered even further through generous philanthropy. For example, in 2018 investor and philanthropist Bill Miller committed a record \$75 million to our [Department of Philosophy](#)<sup>5</sup> to broaden and intensify faculty research, graduate student support, and undergraduate study of philosophical thought. Then in 2021 he made a generous lead gift of \$50 million, in a combined \$75 million philanthropic effort, that will fund endowed professorships, postdoctoral fellowships and graduate research, and ongoing support for research infrastructure in our Department of Physics and Astronomy. Johns Hopkins Technology Ventures saw more than \$1 billion invested into our startups in FY2021 alone, including more than \$700 million in venture capital.

We have recently broken ground on two major Homewood campus construction projects—the Hopkins Student Center on the east side of campus and the Stavros Niarchos Foundation Agora Institute building on the west side.

We are advancing work on the CMSC building and the Henrietta Lacks building on our East Baltimore campuses, and we have made rapid progress toward turning 555 Pennsylvania Ave., our new building in Washington, D.C., into a state-of-the-art facility for research, education, and public engagement that allows every academic division of Johns Hopkins to have a presence in the nation's capital. These projects not only represent the future of our Johns Hopkins but also our commitment to creating cutting-edge spaces that foster collaboration, inclusion, and exploration.

### 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?



Of course, the above questions are merely a starting point to inspire our next set of profoundly important conversations about where we have succeeded, where work remains to be done, and what priorities will animate our next collective strategic vision for the university's future. We invite all of you to dream big.