



**JOHNS HOPKINS**  
UNIVERSITY

**Application to the  
Iowa College Student Aid Commission  
for Authorization to Offer  
Post-Secondary Distance Education  
Programs in Iowa**

Submitted January 27, 2014

# Johns Hopkins University

## Application to the Iowa College Student Aid Commission

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**Iowa College Student Aid Commission  
Post-Secondary Registration Administrator  
430 East Grand Avenue, 3rd FL  
Des Moines, IA 50309-1920**

This is the application form for all schools that are required to register under Iowa Code Chapter 261B.

All items must be completed before the registration application or the exemption will be considered received by the Commission. Attached additional pages as needed to provide the requested information. Other documents or materials may also be attached to the application. Attachments must be tabbed and clearly marked on both the paper and pdf documents.

Submit one paper copy and one electronic pdf copy of the application.

The information you provide will open to public inspection under Iowa Code Chapter 22.11

**Application for Approval and Registration of Postsecondary School Iowa Code Chapter 261B**

Registrations must be renewed every two years or upon any substantive change in program offerings, location or accreditation.

- 1) **Name of School** Johns Hopkins University
- 2) **Address** 3400 N. Charles Street, 265 Garland Hall, Baltimore, MD 21218
- 3) **Type of School** Private, Non-Profit
- 4) **Address of this school in all other states and countries**

Johns Hopkins University is designated by the Middle States Commission on Higher Education (MSCHE) as a “single institution at multiple sites.” (See pages 8-9 of JHU’s Statement of Accreditation attached) The university does not have a “main” campus per se or any “branch” campuses that function autonomously. JHU operates academic programs at additional locations in the 11 states listed below and the District of Columbia. The majority of these locations are “closed” corporate sites where JHU offers programs only to the employees of a particular corporation per a contractual agreement and not to the general public.

Johns Hopkins University’s additional locations include sites in the following states:

Arizona  
California  
Colorado  
Connecticut  
District of Columbia  
Hawaii  
Illinois  
Maryland  
Massachusetts  
New Hampshire  
Texas  
Virginia

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Johns Hopkins University's additional locations include sites in the following countries:

Nanjing, China  
Jaipur, India  
Bologna, Italy

- 5) **Address of all locations in Iowa where instruction is to be provided**  
N/A
  
- 6) **Total Tuition charges, fees and other costs payable to the school by a student [(261B.4(3))]**
  - a. **Calculate and organize by category; Program to be offered in Iowa, Tuition, Fees, Books and Supplies, Other, Total**  
See Attachment A.
  
- 7) **Refund policy of the school for the return of refundable portions of tuition, fees, or other charges[(261B.4(4))] If refund policy is attached, please summarize below.**  
See Attachment B.
  
- 8) **Name, business address and telephone number of the chief executive officer of the school [261B.4(7)]**  
Ronald J. Daniels, President, 3400 N. Charles Street, 242 Garland Hall, Baltimore, MD 21218,  
410-516-8068
  
- 9) **Provide a copy or description of the means by which the school intends to comply with 261B.9 [261b.4(8)]**
  - a. **Refer to 261B.9 attached**  
See Attachment C.
  
- 10) **Name, address, and telephone number of a contact person in Iowa [261B.4(10)]. If the school is applying for distance education and has registered with the Iowa Secretary as a for-profit or non-profit corporation transacting business in Iowa, please list the corporation's Iowa registered agent.**  
N/A

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- 11) **Name, address and title of the other officers and members of the legal governing body of the school.**

**Johns Hopkins University  
President's Cabinet**

**Ronald Daniels  
President**

242 Garland Hall  
The Johns Hopkins University  
3400 N. Charles Street  
Baltimore, MD 21218

**Robert C. Lieberman  
Provost and Senior Vice  
President for Academic  
Affairs**

265 Garland Hall  
The Johns Hopkins University  
3400 N. Charles Street  
Baltimore, MD 21218

**Katherine Ates  
Vice President and Chief of  
Staff**

Office of the President  
The Johns Hopkins University  
242 Garland Hall  
3400 N. Charles Street  
Baltimore, MD 21218

**Glenn M. Bieler  
Vice President for  
Communications**

220 Garland Hall  
The Johns Hopkins University  
3400 N. Charles Street  
Baltimore, MD 21218

**Lois Chiang  
Senior Adviser to the  
President**

242 Garland Hall  
The Johns Hopkins University  
3400 N. Charles Street  
Baltimore, MD 21218

**Kathryn J. Crecelius  
Vice President, Investments  
and Chief Investment Officer**

Johns Hopkins at Eastern  
1101 E. 33rd Street  
Suite E200  
Baltimore, Md. 21218

**Daniel G. Ennis  
Senior Vice President for  
Finance and Administration**

249 Garland Hall  
The Johns Hopkins University  
3400 N. Charles St  
Baltimore, MD 21218

**Alan Fish  
Vice President for Facilities  
and Real Estate**

The Johns Hopkins University  
3910 Keswick Road, Suite  
N3100  
Baltimore, Md. 21211

**Andrew B. Frank  
Special Adviser to the  
President on Economic  
Development**

242 Garland Hall  
The Johns Hopkins University  
3400 N. Charles St.  
Baltimore, MD 21218

**Helene Grady  
Vice President for Planning  
and Budget**

The Johns Hopkins University  
3910 Keswick Rd.  
Fifth Floor, North Building  
Baltimore, MD 21211

**Charlene Moore Hayes  
Vice President for Human  
Resources**

The Johns Hopkins University  
1101 East 33rd Street  
Suite E100  
Baltimore, Md. 21218

**Keith Hill  
Vice President of Corporate  
Security**

Johns Hopkins Medicine  
Corporate Security  
550 N. Broadway  
Suite 503  
Baltimore, Maryland 21205

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**Thomas S. Lewis**  
**Vice President for  
Government and  
Community Affairs**  
The Johns Hopkins University  
901 S. Bond St.  
Suite 540  
Baltimore, Md. 21231

**Mark B. Rotenberg**  
**Vice President and General  
Counsel**  
113 Garland Hall  
The Johns Hopkins University  
3400 N. Charles St.  
Baltimore, MD 21218

**Phillip Spector**  
**Vice President, Strategic  
Initiatives**  
242 Garland Hall  
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Baltimore, MD 21218

**Paul B. Rothman**  
**Chief Executive Officer,  
Johns Hopkins Medicine**  
The Johns Hopkins University  
School of Medicine  
733 N. Broadway  
Suite 100  
Baltimore, MD 21205

**Fritz W. Schroeder**  
**Vice President for  
Development and Alumni  
Relations**  
220 Garland Hall  
The Johns Hopkins University  
3400 N. Charles Street  
Baltimore, MD 21218

**Johns Hopkins University**  
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Saric**

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Mr. David M. Rubenstein

Mr. Charles P. Scheeler

Mr. William F. Ward Jr.  
83001

Mr. Mayo A. Shattuck III

Mr. Marshal L. Salant

Mr. James L. Winter

Dr. Rajendra Singh

Mr. Charles W. Scharf

- 12) **Names and address of persons owning more than 10% of the school [(261B.4(6))]**  
N/A
- 13) **Name all agencies accrediting the institution. For each agency, include name, address, telephone number, and whether the agency is recognized by the U.S. Department of Education [(261B.4(9))]. Attach copies of accreditation certificates of status for each agency. If the Iowa location is not accredited, provide accrediting agency certification that the Iowa location will be granted accreditation upon approval by the College Student Aid Commission. Provide documentation that every location of applicant school is approved by the accrediting agency and in good standing, for all locations throughout the world.**  
Johns Hopkins University is accredited by the Middle States Commission on Higher Education which is recognized by the United States Department of Education. Attached please find a copy of JHU's most recent Statement of Accreditation status which includes a list of additional locations.
- 14) **Describe the procedures followed by the school for permanent preservation of student records [(261.B.4(12))]**  
See Attachment D.

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- 15) **Provide the contact information to be used by students and graduates who seek to obtain transcript information.**

See Attachment E.

- 16) **List the state and approval or registration agencies for all states in which the school operates or maintains a presence.**

**Alaska**-Alaska Commission on Higher Education

**Arizona**-Arizona State Board for Private Postsecondary Education

**Colorado**-Colorado Department of Higher Education

**Connecticut**-Office of Financial and Academic Affairs for Higher Education

**District of Columbia**-Higher Education Licensing Commission

**Florida**-Florida Department of Education

**Georgia**-Nonpublic Postsecondary Education Commission

**Hawaii**-Hawaii State Board of Education

**Idaho**-Idaho State Board of Education

**Illinois**-Illinois Board of Higher Education

**Indiana**-Indiana Commission on Proprietary Education

**Maine**-Maine Department of Education

**Maryland**-Maryland Higher Education Commission

**Michigan**-Michigan Department of Licensing and Regulatory Affairs-Private Postsecondary Education

**Mississippi**-Commission on College Accreditation

**Montana**-Montana University System, Office of the Commissioner of Higher Education

**Nebraska**-Nebraska Coordinating Commission for Postsecondary Education

**New Jersey**-New Jersey Commission on Higher Education

**New York**-New York Office of College and University Evaluation

**North Dakota**-North Dakota Department of Career and Technical Education

**Oklahoma**-Oklahoma State Regents for Higher Education

**Pennsylvania**-Pennsylvania Department of Education

**Rhode Island**-Rhode Island Office of Higher Education

**South Carolina**-South Carolina Commission on Higher Education

**South Dakota**-South Dakota Board of Regents

**Tennessee**-Tennessee Higher Education Commission

**Texas**-Texas Higher Education Coordinating Board and Texas Work Force Commission

**Utah**-Department of Commerce, Division of Consumer Protection

**Vermont**-Vermont Department of Education

**Virginia** –State Counsel of Higher Education for Virginia

**West Virginia**-West Virginia Higher Education Policy Commission

**Wyoming**-Wyoming Department of Education

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- 17) **Describe the academic and instructional methodologies and delivery systems to be used by the school and the extent to which the school anticipates each methodology and delivery system will be used, including but not limited to, classroom instruction, correspondence, internet, electronic telecommunications, independent study, and portfolio experience evaluation. [(261B.4(13))]**  
See Attachment F.
- 18) **Provide the name of every other State of Iowa agency required to approve the applicant school in Iowa, the school's contact person at the agency and the current status of that approval. Attach documentation in the form of a letter or certificate for each agency.**  
N/A
- 19) **Is the school subject to limitation, suspension or termination (LST) order issued by the U.S. Department of Education.**  
a. **If yes, explain.**  
No.
- 20) **Provide the name and contact information for a U.S. Department of Education official who can verify the LST statement.**  
N/A
- 21) **Do you enroll students in Iowa?**  
Yes.
- 22) **Do you intend to enroll students in Iowa?**  
Yes.
- 23) **Describe current operations or plans to enroll students in Iowa or employ Iowa faculty.**  
N/A
- 24) **Name, address, telephone number and resume of employees in Iowa. Please identify which employees are full time.**  
N/A
- 25) **Will your school comply with Iowa Code section 261B.7 which requires the school to disclose that it is registered by the Commission, including Commission contact information?**  
Yes.

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- 26) **Does the school agree to file annual reports that the Commission requires from all Iowa colleges and universities?**  
Yes.
- 27) **Attach a copy of the institution's most recent audit prepared by a certified public accounting firm no more than 12 months prior to the application and state below where, in the audit report, there is evidence that the auditor is providing an unqualified opinion.**  
See Attached 2013 Financial Statements.
- 28) **Describe how students will be given access to learning resources including appropriate library and other support services requisite for the schools' degree programs.**  
See Attachment G.
- 29) **Provide evidence that faculty within an appropriate discipline are involved in developing and evaluating curriculum for the program(s) to be registered in Iowa.**  
See Attachment H.
- 30) **If applicable, please provide evidence that the school has adequate physical facilities appropriate for the programs to be offered and are located in the state. Include a copy of a signed agreement for a facility purchase or lease or option to purchase or lease. Please include a photograph of the location.**  
N/A
- 31) **Include a statement, signed by the chief executive officer of the applicant school, or school letterhead, demonstrating the school's commitment to the delivery of programs located in Iowa, and agreeing to provide alternatives for student to complete programs at other institutions if the applicant school closed the program before student have completed their study.**  
Johns Hopkins is committed to the delivery of programs located in Iowa and agrees to provide alternatives for students to complete programs at other institutions if the institution closes the program before any student has completed his/her study.
- 32) **Provide an organizational plan that shows the location and physical address, telephone number, fax number and contact information for all internet-based educational locations, administrative, and service centers operated by the applicant and any parent organization.**  
N/A
- 33) **Provide documentation showing the school's policy for the resolution of the student and graduate comments and complaints. Provide complete contact information to which complaints may be referred.**

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See Attachment I.

- 34) **If applicable, provide a copy of a current Certificate of Authority provided by the applicant's home state and the Iowa Secretary of State.**  
See attached Maryland Resolution.
- 35) **Provide the U.S. Department of Education cohort default rate for each associate organization entity for which the U.S, Department of Education reports a cohort default rate.**  
1.4.
- 36) **Provide the average debt upon graduation of individuals completing programs at each branch location and the entire organization.**  
The average debt of a JHU graduate with a bachelor degree is \$23,092
- 37) **Provide the U.S. Department of Education cohort graduation rate for each branch location and the total organization, showing rate for graduates of diploma, two-year and four-year programs of those rates are reported to the U.S. Department of Education National Center for Education Statistics.**  
N/A

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SIGNATURE

Applicant School Chief Executive Officer

Ronald J. Daniels

President

Name

Title



January 27 / 2014

Signature

Date

If any information in this application changes between the time of application and Commission action, the school must inform the Commission by filing an Amended Application clearly indicating the information which is being amended. Amendments must be received before the Commission takes action.

## Attachment A

### 6) Total Tuition charges, fees and other costs payable to the school by a student [(261B.4(3))]

a) Calculate and organize by category; Program to be offered in Iowa, Tuition, Fees, Books and Supplies, Other, Total

No.	Program Name	Credential Earned	Tuition	Fees	Books & Supplies	Other	Total	JHU School
1.	Environmental and Occupational Health	Post-Baccalaureate Certificate	\$954/credit (18 credits)	Late registration fee: \$100 Late course change fee: \$50 Late payment fee: \$100	n/a	n/a	\$17,422	BSPH
2.	Global Health	Post-Baccalaureate Certificate	\$954/credit (18 credits)	Late registration fee: \$100 Late course change fee: \$50 Late payment fee: \$100	n/a	n/a	\$17,422	BSPH
3.	Health Informatics	Post-Baccalaureate Certificate	\$954/credit (21 credits)	Late registration fee: \$100 Late course change fee: \$50 Late payment fee: \$100	n/a	n/a	\$20,284	BSPH
4.	Training Certificate in Public Health	Post-Baccalaureate Certificate	\$954/credit (22-26 credits)	Late registration fee: \$100 Late course change fee: \$50 Late payment fee: \$100	n/a	n/a	\$21,238 - \$25,054	BSPH
5.	Master of Health Administration	Master of Health Administration (MHA)	\$45,792	Matriculation fee: \$500 Activity fee: \$40 Late registration fee: \$100 Late course change fee: \$50 Late payment fee: \$100 Health clinic fee: \$450	n/a	n/a	\$47,032	BSPH
6.	Master of Public Health	Master of Public Health (MPH)	\$57,240	Matriculation fee: \$500 Activity fee: \$40 Late registration fee: \$100 Late course change fee: \$50 Late payment fee: \$100 Health clinic fee: \$450	n/a	n/a	\$58,480	BSPH
7.	Master of Public Policy	Master of Public Policy (MPP)	\$45,792	Matriculation fee: \$500 Activity fee: \$40 Late registration fee: \$100 Late course change fee: \$50 Late payment fee: \$100 Health clinic fee: \$450	n/a	n/a	\$47,032	BSPH
8.	Child and Adolescent Health and Development	Master of Science in Public Health (MSPH)	\$45,792	Matriculation fee: \$500 Activity fee: \$40 Late registration fee: \$100 Late course change fee: \$50 Late payment fee: \$100 Health clinic fee: \$450	n/a	n/a	\$47,032	BSPH
9.	Global Disease Epidemiology and Control	Master of Science in Public Health (MSPH)	\$45,792	Matriculation fee: \$500 Activity fee: \$40 Late registration fee: \$100 Late course change fee: \$50 Late payment fee: \$100 Health clinic fee: \$450	n/a	n/a	\$47,032	BSPH
10.	Health Education and Health Communication	Master of Science in Public Health (MSPH)	\$45,792	Matriculation fee: \$500 Activity fee: \$40 Late registration fee: \$100 Late course change fee: \$50 Late payment fee: \$100 Health clinic fee: \$450	n/a	n/a	\$47,032	BSPH

## Attachment A

11.	Health Policy	Master of Science in Public Health (MSPH)	\$45,792	Matriculation fee: \$500 Activity fee: \$40 Late registration fee: \$100 Late course change fee: \$50 Late payment fee: \$100 Health clinic fee: \$450	n/a	n/a	\$47,032	BSPH
12.	Health Systems	Master of Science in Public Health (MSPH)	\$45,792	Matriculation fee: \$500 Activity fee: \$40 Late registration fee: \$100 Late course change fee: \$50 Late payment fee: \$100 Health clinic fee: \$450	n/a	n/a	\$47,032	BSPH
13.	Human Nutrition	Master of Science in Public Health (MSPH)	\$45,792	Matriculation fee: \$500 Activity fee: \$40 Late registration fee: \$100 Late course change fee: \$50 Late payment fee: \$100 Health clinic fee: \$450	n/a	n/a	\$47,032	BSPH
14.	Occupational and Environmental Hygiene	Master of Science in Public Health (MSPH)	\$45,792	Matriculation fee: \$500 Activity fee: \$40 Late registration fee: \$100 Late course change fee: \$50 Late payment fee: \$100 Health clinic fee: \$450	n/a	n/a	\$47,032	BSPH
15.	Population and Health	Master of Science in Public Health (MSPH)	\$45,792	Matriculation fee: \$500 Activity fee: \$40 Late registration fee: \$100 Late course change fee: \$50 Late payment fee: \$100 Health clinic fee: \$450	n/a	n/a	\$47,032	BSPH
16.	Reproductive, Perinatal and Women's Health	Master of Science in Public Health (MSPH)	\$45,792	Matriculation fee: \$500 Activity fee: \$40 Late registration fee: \$100 Late course change fee: \$50 Late payment fee: \$100 Health clinic fee: \$450	n/a	n/a	\$47,032	BSPH
17.	Social and Behavioral Intervention	Master of Science in Public Health (MSPH)	\$45,792	Matriculation fee: \$500 Activity fee: \$40 Late registration fee: \$100 Late course change fee: \$50 Late payment fee: \$100 Health clinic fee: \$450	n/a	n/a	\$47,032	BSPH
18.	Doctor of Public Health	Doctor of Public Health (DrPH)	\$45,792	Matriculation fee: \$500 Activity fee: \$40 Late registration fee: \$100 Late course change fee: \$50 Late payment fee: \$100 Health clinic fee: \$450	n/a	n/a	\$47,032	BSPH
19.	Biotechnology Education	Post-Baccalaureate Certificate	\$17,440 (\$3,488/course; 5 courses required)	Application fee: \$75 Graduation fee: \$100 Technology fee: \$150 Late registration fee: \$150 Continuous enrollment fee: \$75	n/a	n/a	\$17,990	KSAS
20.	Biotechnology Enterprise	Post-Baccalaureate Certificate	\$17,440 (\$3,488/course; 5 courses required)	Application fee: \$75 Graduation fee: \$100 Technology fee: \$150 Late registration fee: \$150 Continuous enrollment fee: \$75	n/a	n/a	\$17,990	KSAS

## Attachment A

21.	Digital Curation	Post-Baccalaureate Certificate	\$20,166 (\$3,361/course; 5 online courses + internship required)	Application fee: \$75 Graduation fee: \$100 Technology fee: \$150 Late registration fee: \$150 Continuous enrollment fee: \$75	n/a	n/a	\$20,716	KSAS
22.	Geographic Information Systems	Post-Baccalaureate Certificate	\$16,695 (\$3,393/course; 5 courses required)	Application fee: \$75 Graduation fee: \$100 Technology fee: \$150 Late registration fee: \$150 Continuous enrollment fee: \$75	n/a	n/a	\$17,515	KSAS
23.	Government Analytics	Post-Baccalaureate Certificate	\$16,805 (\$3,361/course; 5 courses required)	Application fee: \$75 Graduation fee: \$100 Technology fee: \$150 Late registration fee: \$150 Continuous enrollment fee: \$75	n/a	n/a	\$17,355	KSAS
24.	Non-Profit Management	Post-Baccalaureate Certificate	\$20,166 (\$3,361/course; 6 courses required)	Application fee: \$75 Graduation fee: \$100 Technology fee: \$150 Late registration fee: \$150 Continuous enrollment fee: \$75	n/a	n/a	\$20,716	KSAS
25.	Communication	Master of Arts (MA)	\$33,930 (\$3,393/course; 10 courses required)	Application fee: \$75 Graduation fee: \$100 Technology fee: \$150 Late registration fee: \$150 Continuous enrollment fee: \$75	n/a	n/a	\$34,880	KSAS
26.	Government	Master of Arts (MA)	\$40,332 (\$3,361/course; 12 courses required)	Application fee: \$75 Graduation fee: \$100 Technology fee: \$150 Late registration fee: \$150 Continuous enrollment fee: \$75	n/a	n/a	\$40,882	KSAS
27.	Museum Studies	Master of Arts (MA)	\$33,610 (\$3,361/course; 10 courses required)	Application fee: \$75 Graduation fee: \$100 Technology fee: \$150 Late registration fee: \$150 Continuous enrollment fee: \$75	n/a	n/a	\$34,160	KSAS
28.	Writing	Master of Arts (MA)	\$23,346 (\$2,594/course; 9 courses required)	Application fee: \$75 Graduation fee: \$100 Technology fee: \$150 Late registration fee: \$150 Continuous enrollment fee: \$75	n/a	n/a	\$23,896	KSAS
29.	Biotechnology Enterprise and Entrepreneurship	Master of Biotechnology Enterprise and Entrepreneurship (MBBE)	\$19,152 (\$2,128/course; 9 courses required)	Application fee: \$75 Graduation fee: \$100 Technology fee: \$150 Late registration fee: \$150 Continuous enrollment fee: \$75	n/a	n/a	\$19,702	KSAS
30.	Master of Liberal Arts	Master of Liberal Arts (MLA)	\$30,825 (\$3,425/course; 9 courses required)	Application fee: \$75 Graduation fee: \$100 Technology fee: \$150 Late registration fee: \$150 Continuous enrollment fee: \$75	n/a	n/a	\$31,375	KSAS
31.	Applied Economics	Master of Science (MS)	\$38,368-\$41,856 (\$3,488/course; 11 courses w/o thesis, 12 courses w/thesis option)	Application fee: \$75 Graduation fee: \$100 Technology fee: \$150 Late registration fee: \$150 Continuous enrollment fee: \$75 Thesis continuation fee: \$500	n/a	n/a	\$39,418 to \$42,906	KSAS
32.	Bioinformatics	Master of Science (MS)	\$34,880 (\$3,488/course; 10 courses required)	Application fee: \$75 Graduation fee: \$100 Technology fee: \$150 Late registration fee: \$150 Continuous enrollment fee: \$75	n/a	n/a	\$35,430	KSAS

## Attachment A

33.	Biotechnology	Master of Science (MS)	\$34,880 (\$3488/course; 10 courses required)	Application fee: \$75 Graduation fee: \$100 Technology fee: \$150 Late registration fee: \$150 Continuous enrollment fee: \$75	n/a	n/a	\$35,430	KSAS
34.	Energy Policy and Climate	Master of Science (MS)	\$30,537 (\$3,393/course; 9 courses are required)	Application fee: \$75 Graduation fee: \$100 Technology fee: \$150 Late registration fee: \$150 Continuous enrollment fee: \$75	n/a	n/a	\$31,087	KSAS
35.	Environmental Sciences and Policy	Master of Science (MS)	\$33,930 (\$3,393/course; 10 courses required)	Application fee: \$75 Graduation fee: \$100 Technology fee: \$150 Late registration fee: \$150 Continuous enrollment fee: \$75	n/a	n/a	\$34,480	KSAS
36.	Geographic Information Systems	Master of Science (MS)	\$33,930 (\$3,393/course; 10 courses required)	Application fee: \$75 Graduation fee: \$100 Technology fee: \$150 Late registration fee: \$150 Continuous enrollment fee: \$75	n/a	n/a	\$34,480	KSAS
37.	Government Analytics	Master of Science (MS)	\$40,332 (\$3,361/course; 12 courses required)	Application fee: \$75 Graduation fee: \$100 Technology fee: \$150 Late registration fee: \$150 Continuous enrollment fee: \$75	n/a	n/a	\$40,882	KSAS
38.	Regulatory Science	Master of Science (MS)	\$34,880 (\$3,488/course; 10 courses required)	Application fee: \$75 Graduation fee: \$100 Technology fee: \$150 Late registration fee: \$150 Continuous enrollment fee: \$75	n/a	n/a	\$35,430	KSAS
39.	Sequence Analysis and Genomics	Post-Master's Certificate	\$17,440 (\$3,488/course; 5 courses required)	Application fee: \$75 Graduation fee: \$100 Technology fee: \$150 Late registration fee: \$150 Continuous enrollment fee: \$75	n/a	n/a	\$17,990	KSAS
40.	Leadership in Technology Integration	Post-Baccalaureate Certificate	\$11,180 (\$790/credit; 15 credit program)	App fees: \$80 Matriculation fees: \$500, registration fees: \$150 Grad fees: \$175	n/a	n/a	\$12,580	SOE
41.	Mind, Brain and Teaching	Post-Baccalaureate Certificate	\$11,850 (\$790/credit; 15 credit program)	App fees: \$80 Matriculation fees: \$500, registration fees: \$150 Grad fees: \$175	n/a	n/a	\$12,775	SOE
42.	Online Teaching and Learning for Adults	Post-Baccalaureate Certificate	\$11,180 (\$790/credit; 15 credit program)	App fees: \$80 Matriculation fees: \$500, registration fees: \$150 Grad fees: \$175	n/a	n/a	\$12,775	SOE
43.	School Administration and Supervision	Post-Baccalaureate Certificate	\$14,220 (\$790/credit; 18 credit program)	App fees: \$80 Matriculation fees: \$500, registration fees: \$150 Grad fees: \$175	n/a	n/a	\$15,125	SOE
44.	Master of Education in the Health Professions	Master of Education in the Health Professions (MEHP)	\$39,600 (\$1,200/credit; 33 credit program)	App fees: \$80 Matriculation fees: \$500, registration fees: \$150 Grad fees: \$175	n/a	n/a	\$40,505	SOE
45.	Education	Master of Science in Education (MSEd)	\$26,070-\$30,810 (\$790/credit; 33-39 credit program)	App fees: \$80 Matriculation fees: \$500, registration fees: \$150 Grad fees: \$175	n/a	n/a	\$26,975 to \$31,715	SOE

## Attachment A

46.	Management	Master of Science (MS)	\$35,550 (\$790/credit 45 credit program)	App fees: \$80 Matriculation fees: \$500, registration fees: \$150 Grad fees: \$175	n/a	n/a	\$36,445	SOE
47.	Evidence-Based Teaching in the Health Professions	Post-Master's Certificate	\$21,600 (\$1,200/credit; 18 credit program)	App fees: \$80 Matriculation fees: \$500, registration fees: \$150 Grad fees: \$175	n/a	n/a	\$22,505	SOE
48.	Doctor of Education	Doctor of Education (EdD)	\$39,930/year (F/T) or \$1,331/credit (P/T)	App fees: \$80 Matriculation fees: \$500, registration fees: \$150 Grad fees: \$175	n/a	n/a	\$40,835 (assuming FT study)	SOE
49.	Clinical Informatics	Post-Baccalaureate Certificate	\$20,034	n/a	n/a	n/a	\$20,034	SOM
50.	Applied Health Informatics	Post-Baccalaureate Certificate	\$12,500	n/a	\$1530	n/a	\$14,030	SON
51.	Forensic Nursing	Post-Baccalaureate Certificate	\$16,176	n/a	\$1,856	n/a	\$18,032	SON
52.	Master of Science in Nursing	Master of Science in Nursing (MSN)	\$33,168	\$3254	\$1,856	\$17,010	\$55,288	SON
53.	Post-Master's in Clinical Nurse Specialist	Post-Master's Certificate	\$32,568	Matriculation Fee: \$500 Health Fee: \$450	\$1,856	n/a	\$35,374	SON
54.	Post-Master's Certificate in Nursing Education	Post-Master's Certificate	\$24,750	Matriculation Fee: \$500 Health Fee: \$450	\$1,856	Personal \$1,350; Travel \$3,366; Health Insurance \$2,304	\$34,576	SON
55.	Doctor of Nursing Practice	Doctor of Nursing Practice (DNP)	\$33,816	Matriculation Fee: \$500 Health Insurance: \$3,228	\$2,320	On site Allowance \$5,670	\$45,534	SON
56.	Electrical and Computer Engineering	Graduate Certificate	\$19,980 (\$3,330/course; 6 courses required)	App fee: \$75 Grad fee: \$100 Late fee: \$150 Removal of incomplete grade fee: \$60 Transfer credit fee: \$330	n/a	n/a	\$20,695	WSE
57.	Environmental Engineering	Graduate Certificate	\$19,980 (\$3,330/course; 6 courses required)	App fee: \$75 Grad fee: \$100 Late fee: \$150 Removal of incomplete grade fee: \$60 Transfer credit fee: \$330	n/a	N/A	\$20,695	WSE
58.	Environmental Engineering and Science	Graduate Certificate	\$19,980 (\$3,330/course; 6 courses required)	App fee: \$75 Grad fee: \$100 Late fee: \$150 Removal of incomplete grade fee: \$60 Transfer credit fee: \$330	n/a	n/a	\$20,695	WSE
59.	Environmental Planning and Management	Graduate Certificate	\$19,980 (\$3,330/course; 6 courses required)	App fee: \$75 Grad fee: \$100 Late fee: \$150 Removal of incomplete grade fee: \$60 Transfer credit fee: \$330	n/a	n/a	\$20,695	WSE

## Attachment A

60.	Information Systems Engineering	Graduate Certificate	\$16,650 (\$3,330/course; 5 courses required)	App fee: \$75 Grad fee: \$100 Late fee: \$150 Removal of incomplete grade fee: \$60 Transfer credit fee: \$330	n/a	n/a	\$17,365	WSE
61.	Systems Engineering	Graduate Certificate	\$19,980 (\$3,330/course; 6 courses required)	App fee: \$75 Grad fee: \$100 Late fee: \$150 Removal of incomplete grade fee: \$60 Transfer credit fee: \$330	n/a	n/a	\$20,695	WSE
62.	Technical Management	Graduate Certificate	\$19,980 (\$3,330/course; 6 courses required)	App fee: \$75 Grad fee: \$100 Late fee: \$150 Removal of incomplete grade fee: \$60 Transfer credit fee: \$330	n/a	n/a	\$20,695	WSE
63.	Computer Science	Master of Science (MS)	\$33,300 (\$3,330/course; 10 courses required)	App fee: \$75 Grad fee: \$100 Late fee: \$150 Removal of incomplete grade fee: \$60 Transfer credit fee: \$330	n/a	n/a	\$34,730	WSE
64.	Cybersecurity	Master of Science (MS)	\$33,300 (\$3,330/course; 10 courses required)	App fee: \$75 Grad fee: \$100 Late fee: \$150 Removal of incomplete grade fee: \$60 Transfer credit fee: \$330	n/a	n/a	\$34,730	WSE
65.	Electrical and Computer Engineering	Master of Science (MS)	\$33,300 (\$3,330/course; 10 courses required)	App fee: \$75 Grad fee: \$100 Late fee: \$150 Removal of incomplete grade fee: \$60 Transfer credit fee: \$330	n/a	n/a	\$34,730	WSE
66.	Environmental Engineering	Master of Environmental Engineering (MEE)	\$33,300 (\$3,330/course; 10 courses required)	App fee: \$75 Grad fee: \$100 Late fee: \$150 Removal of incomplete grade fee: \$60 Transfer credit fee: \$330	n/a	n/a	\$34,730	WSE
67.	Environmental Engineering and Science	Master of Science (MS)	\$33,300 (\$3,330/course; 10 courses required)	App fee: \$75 Grad fee: \$100 Late fee: \$150 Removal of incomplete grade fee: \$60 Transfer credit fee: \$330	n/a	n/a	\$34,730	WSE
68.	Systems Engineering	Master of Science in Engineering (MSE)	\$33,300 (\$3,330/course; 10 courses required)	App fee: \$75 Grad fee: \$100 Late fee: \$150 Removal of incomplete grade fee: \$60 Transfer credit fee: \$330	n/a	n/a	\$34,730	WSE
69.	Environmental Planning and Management	Master of Science (MS)	\$33,300 (\$3,330/course; 10 courses required)	App fee: \$75 Grad fee: \$100 Late fee: \$150 Removal of incomplete grade fee: \$60 Transfer credit fee: \$330	n/a	n/a	\$34,730	WSE

## Attachment A

70.	Information Systems Engineering	Master of Science (MS)	\$33,300 (\$3,330/course; 10 courses required)	App fee: \$75 Grad fee: \$100 Late fee: \$150 Removal of incomplete grade fee: \$60 Transfer credit fee: \$330	n/a	n/a	\$34,730	WSE
71.	Systems Engineering	Master of Science (MS)	\$33,300 (\$3,330/course; 10 courses required)	App fee: \$75 Grad fee: \$100 Late fee: \$150 Removal of incomplete grade fee: \$60 Transfer credit fee: \$330	n/a	n/a	\$34,730	WSE
72.	Technical Management	Master of Science (MS)	\$33,300 (\$3,330/course; 10 courses required)	App fee: \$75 Grad fee: \$100 Late fee: \$150 Removal of incomplete grade fee: \$60 Transfer credit fee: \$330	n/a	n/a	\$34,730	WSE
73.	Climate, Energy and Environmental Sustainability	Post-Master's Certificate	\$19,980 (\$3,330/course; 6 courses required)	App fee: \$75 Grad fee: \$100 Late fee: \$150 Removal of incomplete grade fee: \$60 Transfer credit fee: \$330	n/a	n/a	\$20,695	WSE
74.	Computer Science	Post-Master's Certificate	\$19,980 (\$3,330/course; 6 courses required)	App fee: \$75 Grad fee: \$100 Late fee: \$150 Removal of incomplete grade fee: \$60 Transfer credit fee: \$330	n/a	n/a	\$20,695	WSE
75.	Cybersecurity	Post-Master's Certificate	\$19,980 (\$3,330/course; 6 courses required)	App fee: \$75 Grad fee: \$100 Late fee: \$150 Removal of incomplete grade fee: \$60 Transfer credit fee: \$330	n/a	n/a	\$20,695	WSE
76.	Electrical and Computer Engineering	Post-Master's Certificate	\$19,980 (\$3,330/course; 6 courses required)	App fee: \$75 Grad fee: \$100 Late fee: \$150 Removal of incomplete grade fee: \$60 Transfer credit fee: \$330	n/a	n/a	\$20,695	WSE
77.	Environmental Engineering	Post-Master's Certificate	\$19,980 (\$3,330/course; 6 courses required)	App fee: \$75 Grad fee: \$100 Late fee: \$150 Removal of incomplete grade fee: \$60 Transfer credit fee: \$330	n/a	n/a	\$20,695	WSE
78.	Environmental Engineering Science	Post-Master's Certificate	\$19,980 (\$3,330/course; 6 courses required)	App fee: \$75 Grad fee: \$100 Late fee: \$150 Removal of incomplete grade fee: \$60 Transfer credit fee: \$330	n/a	n/a	\$20,695	WSE
79.	Environmental Planning and Management	Post-Master's Certificate	\$19,980 (\$3,330/course; 6 courses required)	App fee: \$75 Grad fee: \$100 Late fee: \$150 Removal of incomplete grade fee: \$60 Transfer credit fee: \$330	n/a	n/a	\$20,695	WSE

## Attachment A

80.	Information Systems Engineering	Post-Master's Certificate	\$19,980 (\$3,330/course; 6 courses required)	App fee: \$75 Grad fee: \$100 Late fee: \$150 Removal of incomplete grade fee: \$60 Transfer credit fee: \$330	n/a	n/a	\$20,695	WSE
81.	Systems Engineering	Post-Master's Certificate	\$19,980 (\$3,330/course; 6 courses required)	App fee: \$75 Grad fee: \$100 Late fee: \$150 Removal of incomplete grade fee: \$60 Transfer credit fee: \$330	n/a	n/a	\$20,695	WSE
82.	Technical Management	Post-Master's Certificate	\$19,980 (\$3,330/course; 6 courses required)	App fee: \$75 Grad fee: \$100 Late fee: \$150 Removal of incomplete grade fee: \$60 Transfer credit fee: \$330	n/a	n/a	\$20,695	WSE

## Attachment B

### 7) Refund policy of the school for the return of refundable portions of tuition, fees, or other charges[(261B.4(4))] If refund policy is attached, please summarize below.

#### **JHU Bloomberg School of Public Health (BSPH)**

Students will receive a 100 percent tuition refund for any withdraws made during the posted add/drop period for each term.

\*\* There is no tuition refund after the posted add/drop date. \*\*

Please note: Students who withdraw from a course after the posted add/drop date are responsible for the tuition payment even if the original tuition was paid by third party or tuition remission. Students should contact Student Accounts and Business Services with any questions regarding this policy.

Last days for add/drop for Academic Year 2013-14:

Summer term: varies

1st term: September 13, 2013

2nd term: November 8, 2013

Winter term: varies

3rd term: February 3, 2014

4th term: April 4, 2014

Summer Institute 2013 (Applies to tuition only. Policies for fees such as housing vary per institute.):

1-3 day courses - prior to first class

4-5 day courses - prior to second class

6-9 day courses - prior to third class

- 10-14 day courses - prior to fourth class
- 15+ day courses - prior to fifth class

<http://www.jhsph.edu/offices-and-services/student-accounts-and-business-services/payment-and-refund-policy/>

#### **JHU Krieger School of Arts and Sciences (KSAS)**

Students may elect to withdraw from one or more courses(s) for a variety of reasons. Refunds apply only to the tuition portion of a student's charges, excluding the field trip, lab, or technical fees, and are calculated from the date the student's written request for withdrawal is received in the Advanced Academic Programs (AAP) Registration Office. Such a request can be made by using the Add/Drop form found at [advanced.jhu.edu](http://advanced.jhu.edu), Current Students, Forms. Fax the form to the Registration Office at (202) 452-1970. Telephone withdrawals are not accepted. Instructors or advisors never authorize or process withdrawals, though it is certainly courteous for students to inform the instructor of the intent to withdraw. Refunds are not granted to students who are suspended or dismissed for disciplinary reason.

Students who drop a course before or on the deadline for a 75% refund will not have that course listed on their official transcript. Students who drop a course after the deadline for a 75% refund (receiving a 50% refund or less) and before the end of the semester will receive a W on their official transcript, indicating withdrawal from a course. The refund schedule for each semester is posted on the web.

Refunds are made in accordance with the schedule listed on the website and are updated on the web for each semester/term. If a student withdraws after registration has been processed, the refund to which her or she is entitled depends on the date when the written request is received by the Advanced Academic Programs Registration Office. Courses offered at locations other than Homewood, Montgomery County, Washington DC, or online may be subject to a separate refund policy.

In the case of rare or exceptional circumstances, a student may appeal for an exception to the standard AAP refund schedule/policy. Refund policy appeals must be submitted in writing (and received) by the Advanced Academic Programs Registration Office in Washington DC no later than the last day of classes

## Attachment B

of the very next semester/term. All supporting documentation and/or a thorough written explanation for the appeal should be included. The appeal will be reviewed by an AAP refund appeals committee. Review times may vary depending upon the complexity of the appeal. Average review times for appeals range from four to six weeks from the date received. All decisions are final.

### **JHU School of Medicine (SOM)**

Post Baccalaureate Certificate Students are billed quarterly and receive a full refund if they drop a course within two weeks of its start. After that the refund is prorated according to government policy.

### **JHU-School of Education (SOE)**

Students who officially drop or withdraw from a course during an academic semester will receive tuition refunds based on the Refund Schedule. Refunds apply only to the tuition portion of a student's charges and are calculated from the date drop occurs (if done online) or the date that the Office of the Registrar receives an official Add/Drop Form. Refunds are not applicable to registration and other non-tuition fees and are not granted to students suspended or dismissed for disciplinary reasons.

Federal aid recipients who withdraw from all coursework will have aid returned to the federal government according to federal "Return of Title IV funds" regulations. Those partially withdrawing will have their aid awards adjusted to the reduced cost of attendance. Students who drop to less than half-time prior to commencing courses that yield half-time attendance will have their federal aid canceled, even portions which may have been refunded to them for living expenses, and will receive a bill from the School for the balance due.

If a course is canceled by the School, the tuition is refunded in full, and the registration fee is refunded if that course was the only course for which the student registered. All refunds will be approved by the Office of the Registrar in accordance with the Refund Schedule. A refund may take four to six weeks to process. Students will receive refunds according to the method of payment they originally used to pay their tuition.

### *Exceptions to the Refund Policy*

Students may receive an exception to the refund policy for extraordinary circumstances beyond their control, provided that the request is made during the same semester in which the course is taken and that the circumstances can be documented. Maximum refunds under such circumstances will be equal to one refund level higher than the student received. Students who experience severe medical problems, a death in their immediate family, or are called into active duty may receive a 100 percent refund. All petitions including supporting documentation should be submitted in writing to:

Office of the Registrar  
Johns Hopkins University  
School of Education  
6740 Alexander Bell Drive, Suite 110  
Columbia, MD 21046-2100

## **Attachment B**

### **JHU School of Nursing (SON)**

A partial refund of tuition will be made to students withdrawing during a semester of their own accord as follows:

Up to three weeks after classes begin – 50%

Four to six weeks after classes begin – 25%

After six weeks – no refund

These percentages will be calculated from the date the student submits a written statement of withdrawal to the director of the master's program. No refund will be granted to students suspended or dismissed for disciplinary reasons. The University will issue refunds through Higher One Inc. This allows students to choose among options such as direct deposit in student's bank account students can also have a refund applied to a Higher One Inc., debit card.

### **JHU Whiting School of Engineering (WSE)**

The Whiting School of Engineering's Engineering for Professionals program (EP) refund policy is based on the date that the student withdraws from the class in question. Below are the withdrawal deadlines and the corresponding refund amounts:

Prior to the third week of class: 100%

Prior to the fourth week of class: 75%

Prior to the fifth week of class: 50%

Prior to the sixth week of class: 25%

After the start of the sixth week of class: no refund

## Attachment C

**9) Provide a copy or description of the means by which the school intends to comply with 261B.9 [261b.4(8)]**

**a. Refer to 261B.9 attached**

**JHU Bloomberg School of Public Health (BSPH)**

Course titles and descriptions, credentials awarded and information on accreditation are disclosed on the School's website. The Johns Hopkins Bloomberg School of Public Health has received full accreditation from the Council on Education for Public Health (CEPH). The MHA program at the Bloomberg School is a full graduate member of the Association of University Programs in Health Administration (AUPHA) and is accredited by the Committee on Accreditation of Healthcare Management Education (CAHME).

**JHU Krieger School of Arts and Sciences (KSAS)**

Information regarding title, course descriptions, tuition and fees, refund policy, and credential awarded can be located in annual course catalogs and on the web. Hard copies of the catalog are available on campus and electronic copies are available online. In addition, policies are individually noted on the Advanced Academic Programs (AAP) website.

**JHU School of Education (SOE)**

All the above information is published in the School of Education's annual Academic Catalog, on SOE's website, and/or in the materials provided to applicants.

**JHU School of Medicine (SOM)**

This information is provided on the Division of Health Sciences Informatics website <http://dhsi.med.jhmi.edu/node/63> and is included in information packets sent to matriculation students.

**JHU School of Nursing (SON)**

The SON's documents and publications, including the website, are reviewed frequently by the Office of Communications and Marketing, the Office of Student Affairs, and the Office of Academic Affairs for accuracy, comprehensiveness, and ease of utilization. Information about the academic programs is reviewed and revised at least annually by the program directors and student representatives. The SON's goal is that prospective students visiting the website will easily find a link that will take them to the most accurate and up-to-date information about the programs. Students also contact the SON directly and are given accurate and up-to-date information by the Admissions' staff. Changes made after the SON Catalog is printed are posted in the Daily SON (the electronic newsletter of the SON) and sent via email to all affected by the change.

Academic policies are published in the faculty and program academic manuals and in the SON catalog. Each faculty member and student receives a personal copy of the appropriate manual(s); the manuals are also available online. University policies, which support the mission, goals, and expected outcomes of the academic programs, are published in the JHU and SON catalogs, in the academic manuals, and online. Parent institution policies include HIPAA privacy and security, Sexual Harassment, and Bloodborne Pathogens.

**JHU Whiting School Engineering (WSE)**

Course titles and descriptions, tuition and fees policy, refund policy, credential awarded and accrediting agency can all be found in Whiting School of Engineering's Engineering for Professionals catalog as well as in various other locations within the Engineering for Professionals website.

## Attachment D

### 14) Describe the procedures followed by the school for permanent preservation of student records [(261.B.4(12))]

#### **JHU Bloomberg School of Public Health (BSPH)**

The School stores the physical records for current students and students who were active within the last 5 years, on site. Student who have been inactive for at least 5 years, either by graduation, fellowship completion or withdrawal, are stored with the Medical Archives Office on the East Baltimore Campus. Each year the Office of Records and Registration moves a year of records into the Medical Archives. A list of records sent to Medical Archives is compiled and stored in the office. Records can be retrieved upon request.

#### **JHU Krieger School of Arts and Sciences (KSAS)**

The Krieger School of Arts and Sciences' Advanced Academic Programs (AAP) use the Blackboard content management system for online courses. This system receives some student information. The Central IT organization at the University ensures the security of data transfers and manages the enterprise license for Blackboard. According to the Blackboard statement of responsibility for data security: "Blackboard states that it is committed to resolving security vulnerabilities quickly and carefully. Such resolutions may lead to the release of a Security Advisory and/or any needed product update for our customers. In order to protect our customers and their data, we request that vulnerabilities be responsibly and confidentially reported to us so that we may investigate and respond. Vulnerabilities should not be announced until we have developed and comprehensively tested a product update and made it available to licensed customers."

#### **JHU School of Education (SOE)**

In accordance with JHU policy, the School of Education manages student data following the provisions of the Family Educational Rights and Privacy Act (FERPA). In cases where SOE partners with an outside organization, the terms of any agreement (e.g. an MOU) signed by the two parties is reviewed by JHU's Office of General Counsel to ensure FERPA compliance.

#### **JHU School of Medicine (SOM)**

Official student records are maintained by the School of Medicine Registrar, while an additional second file is kept permanently by the Division.

#### **JHU School of Nursing (SON)**

JHU SON uses software applications per licensure agreements, but the management of those applications for use at JHU typically rests on the shoulders of either our SON IT staff or central JHU IT staff or a combination of both. The use of those applications requires authentication by the individual student, and individuals on the administrative side follow the University policy regarding student privacy rights.

#### **JHU Whiting School of Engineering (WSE)**

Academic, billing and grade records are stored in the JHU Integrated Student Information System (ISIS). The Dean's (official) copy of student records, as well as advising records, are all stored at the EP main office, the Dorsey Student Services Center in Elkridge, MD. Once a student graduates, the file is sent to the Registrar's Office at the JHU Homewood Campus and warehoused there. Students who do not receive their degrees will have their file shredded after seven years of inactivity.

## Attachment E

- 15) Provide the contact information to be used by students and graduates who seek to obtain transcript information.

### **JHU Bloomberg School of Public Health (BSPH)**

Office of the Registrar  
615 N. Wolfe St. - Suite E1002  
Baltimore, MD 21205

### **JHU Krieger School of Arts and Sciences (KSAS)**

Mary Ellen Flaherty  
Office of the Registrar  
75 Garland Hall  
3400 N. Charles Street  
Baltimore, MD 21218  
Ph: 410-516-8080  
Fax: 410-516-6477

### **JHU School of Education (SOE)**

Office of the Registrar  
6740 Alexander Bell Drive, Suite 110  
Columbia, MD 21046-2100  
Email: [soe.registration@jhu.edu](mailto:soe.registration@jhu.edu)  
Tel: 410-516-9816

### **JHU School of Medicine (SOM)**

Gayle Miller  
Office of the Registrar  
Miller Research Building 147  
Baltimore, MD 21205  
[gmiller@jhmi.edu](mailto:gmiller@jhmi.edu)

### **JHU School of Nursing (SON)**

Linda L. Blankenship, MA  
525 N. Wolfe St.  
Baltimore, MD 21205  
[lblankel@jhu.edu](mailto:lblankel@jhu.edu)

### **JHU Whiting School of Engineering (WSE)**

Office of the Registrar  
75 Garland Hall  
3400 N. Charles Street  
Baltimore, MD 21218  
Ph: 410-516-8080  
Fax: 410-516-6477

## Attachment F

- 17) Describe the academic and instructional methodologies and delivery systems to be used by the school and the extent to which the school anticipates each methodology and delivery system will be used, including but not limited to, classroom instruction, correspondence, internet, electronic telecommunications, independent study, and portfolio experience evaluation. [(261B.4(13))]

### **JHU Bloomberg School of Public Health (BSPH)**

The Bloomberg School of Public Health learning management system (LMS) is developed and maintained internally by a web development group at the Center for Teaching and Learning. The LMS is used by both on-site and online courses. All course sites are accessed via encrypted connections via the Internet and require student login credentials for access. For on-site courses, classroom lecturing is the norm. However, some courses include recorded lectures as a supplement to course work or as a replacement of on-site lecturing while class time is used for discussion (in a flipped classroom or blended learning model). For online courses, course content includes mp4 video files of lectures synchronized with slides, pdf files of slides only, and/or mp3 audio files of lectures. Student access of course content and activities in the learning management system is tracked via logs that record time of access, duration, and other pertinent information. Online quizzes and exams can be used in both on-site and online courses; they also require the same login credentials (username and password).

For online courses, some employ proctors whose roles and responsibilities vary. For example, some proctors will receive, monitor, and return hard-copy exams. Some proctors will key-in a password to an online exam and monitor the exam process. Proctors must meet certain eligibility criteria and cannot be relatives or friends. Proctors verify the identity of the students doing the assessment. Subsequent to the assessment, there is a process to verify the category/identity of the proctor and the proctoring process itself.

Faculty use the LMS Gradebook to record grades and to return graded papers. Access to grades will also require username and password.

### **JHU Krieger School of Arts and Sciences (KSAS)**

The vast majority of courses are delivered either fully on-line, or fully face-to-face; however we do have some intensive courses and travel abroad courses that have an online component as preparation, and then a face-to-face component during the travel and study abroad time. With the combination courses, it varies widely in the percentage of time required of each segment. Most of these types of offerings are focused primarily on the face-to-face segment, with the online preparation being less than a third of the course, and often much less.

### **JHU School of Education (SOE)**

All SOE distance education programs are delivered fully online via the School's proprietary courseware system, the Electronic Learning Community (ELC). The ELC, which was developed (and is maintained) by SOE's Center for Technology in Education, is a password-protected online course site and community management system that enables ongoing collaborative exchange and provides convenient channels for synchronous and asynchronous learning.

### **JHU School of Medicine (SOM)**

The School of Medicine's Post-Baccalaureate Certificate in Clinical Informatics is delivered 70% Online, 20% via live chat and 10% via a practical experience.

### **JHU School of Nursing (SON)**

All distance SON courses, regardless of program, are designed to be delivered asynchronously online. Many instructors offer optional synchronous session using our virtual class meeting tool (Adobe Connect)

## **Attachment F**

but these are not required for course completion. Instructors use a variety of tools in each course including recorded lectures, readings, group activities, assignments, etc. but a percentage for each is at the discretion of the instructor.

### **JHU Whiting School of Engineering (WSE)**

The Whiting School of Engineering's Engineering for Professionals (EP) online programs are offered 100% online (via the internet) using an asynchronous format. Instructors may elect to include synchronous Office Hours using Adobe Connect, a web-conferencing application. Student participation in office hours is strictly voluntary. Office hours are typically held weekly and the duration can vary from 15 minutes to ½ an hour. These sessions are recorded to allow students who were unable to attend synchronously to listen to at a later date and time.

## Attachment G

### **28) Describe how students will be given access to learning resources including appropriate library and other support services requisite for the schools' degree programs.**

Johns Hopkins University makes every effort to provide online students with access to a full range of services and resources comparable to those available to students taking on-site courses. Online students can register, pay their tuition, receive academic advising, purchase course textbooks, access JHU library holdings, view transcripts, view grades and access various other academic services online. Once admitted, students gain access to the Johns Hopkins portal site, myJH, which provides quick access to many of these services.

Each program offers an online orientation for new students, which is generally hosted by the program director. New students are also encouraged to visit the “New Students” section of our website which directs them to services such as obtaining a login, setting up your JHU email, registering for courses, library and textbook resources, code of conduct, career services, disability services, and International Student Services.

Tuition and refund policies are available online and there are electronic prompts to students with this information during the registration process. The program director will assign advisors, if needed. Faculty advisors work with students by phone, email, and Skype.

The university has a vast array of library resources to serve student academic endeavors. Library facilities span across various divisions and campuses. Students and faculty can utilize university resources both in-person at the various campus libraries and by accessing extensive virtual library resources online. Full-text database and journal resources, as well as electronic reserves, are readily available after a simple authentication.

The university's Milton S. Eisenhower Library, ranked one of the nation's foremost facilities for research and scholarship. Its collection of more than three million bound volumes, several million microfilms, and more than 13,000 journal subscriptions has been assembled to support the academic efforts of the university. The interlibrary loan department makes the research collection of the nation available to faculty and students. The library also provides easy access to a wide selection of electronic information resources, including the library's online catalog, and numerous electronic abstracting and indexing tools. Many of the databases are accessible remotely. Librarians help students electronically, and the library maintains an extensive web site to take visitors through all of its services and materials.

The William H. Welch Library collects current scholarly information, primarily electronic, which supports the research, clinical, administrative, and educational needs of its clients. The collection covers health, the practice of medicine and related biomedical and allied health care disciplines, public health and related disciplines, nursing, research literature, methodological literature, reviews or state-of-the-art reports, and in-depth, authoritative analyses of areas influencing biomedicine and health care. The library's emphasis is on providing materials at point of need. As a result, the collection includes more than 5000 electronic journals, more than 400 databases, and more than 2000 electronic books. The library has staff members assigned to each department to aid in research and best practices for library services.

The Abraham M. Lilienfeld Library is the primary resource for information in the fields of public health, management science, and the social sciences. The library provides access, via the JHMI online catalog and specialized bibliographic databases, to information in all areas of interest to the Schools' students and faculty. The total library collection is now approximately 30,000 volumes of books, pamphlets and government reports, with a strong emphasis in epidemiology, infectious diseases, health policy and management, the social aspects of health care, and HIV and the AIDS pandemic.

## Attachment H

29) Provide evidence that faculty within an appropriate discipline are involved in developing and evaluating curriculum for the program(s) to be registered in Iowa.

### Faculty Qualifications

*Please see Attachment A for the full names of each of the programs listed.*

### **JHU Bloomberg School of Public Health (BSPH)**

<b>Name</b>	<b>FT/PT</b>	<b>Degrees Earned</b>	<b>Program of Instruction</b>
Agnew, Jacqueline	FT	PhD, Johns Hopkins University	MSPH in Occupational & Environmental Hygiene
Anderson, Gerard	FT	PhD, University of Pennsylvania	PBC in Public Health Informatics, MHA, MPP, MSPH, MSPH in Health Policy
Arnold, Allyn	FT	MPH, Johns Hopkins University	MSPH in Health Education & Health Communication
Ashworth, John	PT	MHA, George Washington University	MHA
Averill, Dennis	PT	MHS, Johns Hopkins University	MPH
Bachani, Abdulgafoor M.	FT	PhD, Johns Hopkins University	PBC in Global Health
Bandeem-Roche, Karen	FT	PhD, Cornell University	MPH
Baqui, Abdullah	FT	MBBS, University of Dhaka Medical College	PBC in Global Health
Barnett, Daniel	FT	MD, Ohio State University	MPH, PBC in Public Health
Becker, Stan	FT	PhD, Johns Hopkins University	MPH, MSPH, DrPH, MSPH in Reproductive, Perinatal & Women's Health
Bennett, Wendy	FT	MD, Robert Wood Johnson Medical School	MSPH, DrPH, MSPH in Reproductive, Perinatal & Women's Health
Berenholtz, Sean	FT	MD Virginia Commonwealth University	MHA
Blades, Natalie	PT	PhD, Johns Hopkins University	MPH, PBC in Public Health
Blum, Robert	FT	MD, Howard University	MPH, PBC in Public Health, MSPH, DrPH
Bone, Lee	FT	MPH, Johns Hopkins University	MSPH in Health Education & Health Communication
Bourgeois, A. Louis	PT	PhD, Georgetown University	MPH
Bowie, Janice	FT	PhD, Johns Hopkins University	MSPH in Health Education & Health Communication
Bradley, Heather	PT	PhD, Bloomberg School of Public Health	MPH
Bradshaw, Catherine	PT	PhD, Cornell University	MPH
Brahmbhatt, Heena	FT	PhD, Johns Hopkins University	MSPH, DrPH, MSPH in Reproductive, Perinatal & Women's Health, MSPH in Child & Adolescent Health &

## Attachment H

<b>Name</b>	<b>FT/PT</b>	<b>Degrees Earned</b>	<b>Program of Instruction</b>
			Development
Bream, Jay	FT	PhD, Pennsylvania State University	MPH
Breyse, Patrick	FT	PhD, Johns Hopkins University	MSPH in Occupational & Environmental Hygiene
Brieger, William	FT	DrPH, Johns Hopkins University	MPH, PBC in Public Health, PBC in Global Health
Brown, Terry	FT	PhD, Pennsylvania State University	MPH
Bunker, Edward	PT	MPH, Johns Hopkins University	PBC in Public Health Informatics
Burke, Thomas	FT	PhD, University of Pennsylvania	MPH
Burke, Anne	FT	MD, University of Pittsburgh	MSPH, DrPH, MSPH in Reproductive, Perinatal & Women's Health
Burnham, Gilbert	FT	MD, Loma Linda University	MPH, PBC in Global Health
Caballero, Benjamin	FT	MD, University of Buenos Aires	MPH
Cadorette, Maureen	FT	PhD, Johns Hopkins University	MSPH in Occupational & Environmental Hygiene
Callison, Myrna	PT	PhD, Virginia Tech	MSPH in Occupational & Environmental Hygiene
Celentano, David	FT	ScD, Johns Hopkins University	PBC in Public Health Informatics, MPH, MHA, MPP, MSPH, MSPH in Health Policy
Chaisson, Richard	FT	MD, University of Massachusetts	MPH
Chandran, Aruna	FT	MD, Johns Hopkins University	MPH
Coles, Christian L.	FT	PhD, Johns Hopkins University	PBC in Global Health
Conderacci, Greg	PT	MPP, Harvard University	MHA
Coulombe, Pierre	FT	PhD, University of Montreal	MPH
Crainiceanu, Ciprian	FT	PhD, Cornell University	MPH
Crum, Rosa	FT	MD, Harvard Medical School	MPH, PBC in Public Health
De Lissovoy, Gregory	FT	PhD, Univ of North Carolina	MHA
Denison, Julie	FT	PhD, Bloomberg School of Public Health	MPH
DePinto, Cheryl	PT	MD, University of Pennsylvania	MSPH, DrPH, MSPH in Reproductive, Perinatal & Women's Health, MSPH in Child & Adolescent Health & Development
Diener-West, Marie	FT	PhD, Johns Hopkins University	MPH
DiPietro, Janet	FT	PhD, Stanford University	MSPH, DrPH, MSPH in Reproductive, Perinatal & Women's Health, MSPH in Child & Adolescent Health & Development

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<b>Name</b>	<b>FT/PT</b>	<b>Degrees Earned</b>	<b>Program of Instruction</b>
Donohue, Pamela	FT	ScD, Johns Hopkins University	MSPH, DrPH, MSPH in Reproductive, Perinatal & Women's Health
Drummond-Barbosa, Daniela	FT	PhD, Yale University	MPH
Durbin, Anna	FT	MD, Wayne State University	MPH
Edward, Anbrasi	FT	PhD, MS University	MPH
Eng, Maria	PT	DrPh, Johns Hopkins University	MPH
Engineer, Cyrus	PT	PhD, University of North Carolina	MPH
Evans, Janice	FT	PhD, University of North Carolina	MPH
Farzadegan, Homayoon	FT	PhD, University of Georgia	MPH
Gabrielson, Kathleen	FT	PhD, Johns Hopkins University	MSPH in Occupational & Environmental Hygiene
Gaist, Paul	PT	PhD, Johns Hopkins University	MPH
Giandrea, Michael	PT	PhD, Boston College	MPP
Gielen, Andrea	FT	ScD, Johns Hopkins University	MPH, PBC in Public Health, MSPH in Health Education & Health Communication
Gillespie, Duff	FT	PhD, Washington University	MSPH, DrPH, MSPH in Reproductive, Perinatal & Women's Health
Glass, Gregory	FT	PhD, University of Kansas	MPH
Goeschel, Christine	FT	ScD, Tulane University	MHA
Golub, Jonathan	FT	PhD, Johns Hopkins University	MPH
Groopman, John	FT	PhD, Massachusetts Institute of Technology	MPH
Gross, Susan	FT	PhD, JHSHPH	MSPH, DrPH, MSPH in Reproductive, Perinatal & Women's Health, MSPH in Child & Adolescent Health & Development
Gundlach, Ann-Michele	PT	EdD, George Washington University	MPH, MHA
Halsey, Neal	FT	MD, University of Wisconsin	PBC in Global Health
Hawkins, Melissa	PT	PhD, Johns Hopkins University	MSPH, DrPH, MSPH in Reproductive, Perinatal & Women's Health, MSPH in Child & Adolescent Health & Development
Herring, Bradley	FT	PhD, University of Pennsylvania	PBC in Public Health Informatics, MHA, MPP, MSPH, MSPH in Health Policy
Hindin, Michelle	FT	PhD, Johns Hopkins University	MSPH/DrPH-PFRH(RPWH)

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<b>Name</b>	<b>FT/PT</b>	<b>Degrees Earned</b>	<b>Program of Instruction</b>
Hogan, M. Theresa	PT	MPH, Johns Hopkins Bloomberg School of Public Health	MPH
Hough, Douglas		PhD, University of Wisconsin	PBC in Public Health Informatics, MHA, MPP, MSPH, MSPH in Health Policy
Hughes, Mary	FT	PhD, University of Pennsylvania	MPH, MSPH, MSPH in Child & Adolescent Health & Development, MSPH in Reproductive, Perinatal & Women's Health
Hyder, Adnan Ali	FT	MD, Aga Khan University	PBC in Global Health
Illangasekare, Samantha	FT	PhD, Johns Hopkins University	MPH
Ji, Hongkai	FT	PhD, Harvard University	MPH
Jones, Vanya	FT	PhD, Johns Hopkins University	MPH
Julian, Timothy	FT	PhD, Stanford University	MSPH in Occupational & Environmental Hygiene
Juon, Hee-Soon	FT	PhD, Johns Hopkins University	MSPH in Health Education & Health Communication
Kahan, Scott	FT	MD, Medical College of Pennsylvania	MPH
Kahn, Jeffrey	FT	PhD, Georgetown University	MPH
Kanchanaraksa, Sukon	FT	PhD, Johns Hopkins University	MPH, PBC in Public Health, MSPH in Health Education & Health Communication
Kass, Nancy	FT	ScD, Johns Hopkins University	MPH
Kaufman, Michelle	PT	PhD, University of Connecticut	MPH
Kesavan, Jana	PT	PhD, Johns Hopkins University	MSPH in Occupational & Environmental Hygiene
Ketner, Gary	FT	PhD, Stanford University	MPH
Kirk, Gregory	FT	MD, University of Oklahoma	MPH
Klein, Sabra		PhD, Johns Hopkins University	MPH
Knowles, Emory	PT	MS, Indiana University	MSPH in Occupational & Environmental Hygiene
Korch, George	FT	PhD, Johns Hopkins University	MPH
Kosek, Margaret N.	FT	MD, Boston University	PBC in Global Health
Latkin, Carl	FT	PhD, University of Oregon	MPH
Lawrence, Robert	FT	MD, Harvard University	MPH
Lee, Stacey	FT	JD, University of Maryland	MHA
Lee, Kyun Hee	PT	DrPH, Bloomberg School of Public Health	MHA
Lees, Peter	FT	PhD Johns Hopkins University	MSPH in Occupational & Environmental Hygiene
Lehmann, Harold	FT	MD, Columbia University, PhD, Stanford University	PBC in Public Health Informatics

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<b>Name</b>	<b>FT/PT</b>	<b>Degrees Earned</b>	<b>Program of Instruction</b>
Limaye, Rupali	PT	PhD, Bloomberg School of Public Health	MPH, MSPH in Health Education & Health Communication
Links, Jonathan	FT	PhD, Johns Hopkins University	MPH, PBC in Public Health, MSPH in Health Education & Health Communication
Lozare, Benjamin	PT	PhD, University of Wisconsin	MPH
Lyles, Charles	PT	ScD, Johns Hopkins University	MPH
Marcell, Arik	FT	MD, University of Illinois	MSPH, DrPH, MSPH in Reproductive, Perinatal & Women's Health, MSPH in Child & Adolescent Health & Development
Margolick, Joseph	FT	MD, University of Southern California	MPH
Markham, Richard	FT	MD, Albert Einstein College of Medicine	MPH
Marsteller, Jill	FT	PhD, University of California	MPH, MSPH in Health Education & Health Communication
McDonald, Eileen	FT	MS, Towson University	MSPH in Health Education & Health Communication
McGinty, Emma	FT	PhD, Johns Hopkins Bloomberg School of Public Health	MPP
McGready, John	FT	PhD, Harvard University	MPH, PBC in Public Health, MSPH in Health Education & Health Communication, MHA
Miller, Robert	FT	PhD, University of California at Irvine	PBC in Public Health Informatics
Minear, Michael	PT	BBA, University of Iowa	MHA
Minkovitz, Cynthia	FT	MD, Harvard University	MSPH, DrPH, MSPH in Reproductive, Perinatal & Women's Health, MSPH in Child & Adolescent Health & Development
Mmari, Kristin	FT	DrPH, Tulane University	MSPH, DrPH, MSPH in Reproductive, Perinatal & Women's Health, MSPH in Child & Adolescent Health & Development
Moreau, Caroline	FT	MD, University of Paris VI	MSPH, DrPH, MSPH in Reproductive, Perinatal & Women's Health
Morgan, Barbara	PT	PhD, Florida State University	MPP
Morrow, Richard	FT	MD, Washington University	MPH
Mosley, W. Henry	PT	MD, University of Oklahoma	MPH
Moss, William	FT	MD, Columbia University	MPH

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<b>Name</b>	<b>FT/PT</b>	<b>Degrees Earned</b>	<b>Program of Instruction</b>
Nadel, Mark	PT	PhD, Johns Hopkins University	MPP
Newman, J. Sandra	FT	PhD, New York University	MPP
Norris, Douglas	FT	PhD, Colorado State University	MPH
Orlova, Anna	PT	PhD, MV Lomonosov Moscow State University	PBC in Public Health Informatics
Orr, Larry	PT	PhD, Massachusetts Institute of Technology	MPP
Paige, David	FT	MD, New York Medical College	MSPH, DrPH, MSPH in Reproductive, Perinatal & Women's Health, MSPH in Child & Adolescent Health & Development
Paulk, Pamela	PT	MSW, Tallahassee State	MHA
Perry, Henry	PT	PhD/MD, Johns Hopkins University	PBC in Global Health MSPH in Health Education & Health Communication, MPH
Peters, David	FT	MD, University of Manitoba	MPH
Pines, Marion	FT	BA, Goucher College	MPP
Rahman, MD. Hafizur	FT	MBBS, University of Dhaka Medical College	PBC in Global Health
Resnick, Beth	FT	MPH, Johns Hopkins Bloomberg School of Public Health	MPH MSPH in Health Education & Health Communication
Riley, Anne	FT	PhD, Virginia Polytechnic Institute and State University	MSPH, DrPH, MSPH in Reproductive, Perinatal & Women's Health, MSPH in Child & Adolescent Health & Development
Roderer, Nancy	PT	MLS, University of Maryland	PBC in Public Health Informatics
Roter, Debra	FT	DrPH, Johns Hopkins University	MPH, MSPH in Health Education & Health Communication
Rule, Ana	FT	PhD, Johns Hopkins University	MSPH in Occupational & Environmental Hygiene
Salamon, Lester	FT	PhD, Harvard University	MPP
Schoenrich, Edyth	FT	MD, University of Chicago	MHA
Schwab, Kellogg	FT	PhD, University of North Carolina	MPH
Schwartz, Brian	FT	MD, Northwestern University	MPH
Scott, Alan	FT	PhD, Auburn University	MPH
Shiff, Clive	FT	PhD, Rhodes University	MPH
Sleicher, Dana	PT	MPH, Johns Hopkins University	MPH
Spannhake, Ernst	FT	PhD, University of Maryland	MSPH in Health Education & Health Communication
Storey, J. Douglas	FT	PhD, Stanford University	MSPH in Health Education & Health Communication

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<b>Name</b>	<b>FT/PT</b>	<b>Degrees Earned</b>	<b>Program of Instruction</b>
Strobino, Donna	FT	PhD, Johns Hopkins University	MSPH, DrPH, MSPH in Reproductive, Perinatal & Women's Health
Sullivan, David	FT	MD, University of Alabama	MPH
Tankersley, Clarke	FT	PhD, Pennsylvania State University	MPH
Taylor, Holly	FT	PhD Johns Hopkins University	MPP
Trent, Maria	FT	MD, University of North Carolina	MSPH, DrPH, MSPH in Reproductive, Perinatal & Women's Health, MSPH in Child & Adolescent Health & Development
Trush, Michael	FT	PhD, West Virginia University	MPH
Tsui, Amy	FT	PhD, University of Chicago	MSPH, DrPH, MSPH in Reproductive, Perinatal & Women's Health
Van Dyck, Peter	PT	MD, University of Illinois	MSPH, DrPH, MSPH in Reproductive, Perinatal & Women's Health, MSPH in Child & Adolescent Health & Development
Ventriss, Curtis	PT	PhD, University of Southern California	MPP
Walker, Neff	FT	PhD, Johns Hopkins University	PBC in Global Health
Ward, William	FT	MBA, Loyola College	MPH, MHA, MSPH in Health Education & Communication
Weiner, Jonathan	FT	DrPH, Johns Hopkins University	MHA
Weiss, William	FT	DrPH, John Hopkins University	PBC in Global Health, PBC in Public Health Informatics, MPH
West, Keith P.	FT	DrPH, Johns Hopkins University	PBC in Global Health
White, Mary	PT	MS, Johns Hopkins University	PBC in Public Health Informatics
Williams, D'Ann	FT	DrPH, Johns Hopkins University	MSPH in Occupational & Environmental Hygiene
Winch, Peter	FT	MD, Queen's University	MPH
Wissow, Lawrence	FT	MD, Duke University	MPH, MSPH in Health Education & Communication
Wright, William	FT	PhD, State University of New York	MPH
Yager, James	FT	PhD, University of Connecticut	MPH
Zirkin, Barry	FT	PhD, University of Rochester	MPH

### JHU Krieger School of Arts and Sciences (KSAS)

<b>Name</b>	<b>FT/PT</b>	<b>Degrees Earned</b>	<b>Program of Instruction</b>
Austin , Jamie	FT	PhD, University of Michigan	MS in Regulatory Science

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Bachner, Jennifer	FT	PhD, Harvard University	MA in Government
Brown, Austin	FT	PhD, Stanford University	MS in Energy Policy and Climate
Burns, William Charles Geoffrey	FT	PhD, University of Wales- Cardiff School of Law	MS in Environmental Sciences and Policy
Chicone, Sarah J.	FT	PhD, University of Binghamton	MA in Museum Studies
Colonna, Thomas	FT	JD and PhD, Georgetown University and Johns Hopkins University	MS in Regulatory Science
Cummings, Patrick	FT	ScD, University of Pittsburg	MS in Biotechnology
Elbert, David	FT	PhD, University of Massachusetts (abd) MS University of Massachusetts, Amherst	MS in Environmental Sciences and Policy
Everett, David B.	FT	MA, Johns Hopkins University	MA in Writing in Science- Medical
Farrington, Mark	FT	MFA, George Mason University	MA in Writing in Science- Medical
Hecht, Phyllis S	FT	MAT, George Washington University	MA in Museum Studies
Hibish, Melissa	FT	PhD, University of Maryland, College Park	Master of Liberal Arts
Kondo, Beatrice	FT	PhD, University of Maryland Baltimore County	MS in Bioinformatics and PMC in Sequence Analysis and Genomics
Koval, Thomas	FT	PhD, Ohio State University	MS in Biotechnology PBC in Biotech Education
Langer, Lynn Johnson	FT	PhD, Antioch University	MS in Regulatory Science and MS in Biotechnology Enterprise and Entrepreneurship
Lessick, Robert	FT	PhD, Johns Hopkins University	MS in Biotechnology
Mahmud, Ahmed	FT	PhD, Cornell University	MS in Applied Economics
Miscally, Memi	FT	PhD, Tulane University	MA in Communication
Obom, Kristina	PT	PhD, CUNY at Mt. Sinai Medicine	MS in Bioinformatics and MS in Biotechnology
Ogg, Sherry L.	FT	PhD, University of Maryland College Park	MS in Biotechnology
Safford, Meredith	FT	PhD, Johns Hopkins University	MS in Biotechnology
Scheper, Dianne	FT	PhD, Catholic University of America	Master of Liberal Arts
Scheper, George	PT	PhD, Princeton University	Master of Liberal Arts
Stout, Mark	PT	PhD, University of Leeds	MA in Global Security Studies
Wagner-Hill, Kathryn	FT	PhD, Cornell University	MA in Government

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Weinstein, Paul	FT	MA, Columbia University	MA in Public Management
Weiss, Frank D.	FT	Dr. SC.Pol, University of Kiel	MS in Applied Economics
Weissman , Paula M.	FT	PhD, University of Maryland College Park	MA in Communication
Wellman, Katherine M.	FT	MBA, Johns Hopkins University	MS in Biotechnology Enterprise and Entrepreneurship
Wells, Karen Marlene	FT	PhD, Emory University	MS in Biotechnology
Wizevich, Karen Jamison	PT	PhD, Victoria University, New Zealand	MA in Museum Studies
Wolfson, Dorothea	FT	PhD, Cornell University	MA in Government

### JHU School of Education (SOE)

Name	FT/PT	Degrees Earned	Program of Instruction
Abel, Yolanda	FT	EdD, in Teacher Development and Leadership, Johns Hopkins University	EdD
Abras, Chadia	FT	PhD, in Language, Literacy & Culture/Instructional Technology, University of Maryland Baltimore County	MEHP, PMC in Evidence-Based Teaching in the Health Professions
Adamson, Linda	FT	EdD, in Teacher Development and Leadership, Johns Hopkins University	MEHP, PMC in Evidence-Based Teaching in the Health Professions
Beaty-O'Ferrall , Mary Ellen	FT	PhD, in Curriculum Instruction, and Assessment, University of Maryland, College Park	MSEd
Bucciarelli, Lisa	PT	PhD, in Education, Curricular Studies, DePaul University	PBC in School Administration and Supervision
Caples, Robert	FT	PhD, in Human Development Education, University of Maryland, College Park	MSEd
Cash, Anne	FT	PhD, in Educational Psychology – Applied Developmental Science, University of Virginia	MSEd
Castellani, John	FT	PhD, in Instructional Technology, George Mason University	EdD, MS in Education, Technology for Educators
Dreisbach, Christopher	FT	PhD, in Philosophy, Johns Hopkins University	MS in Management
Eastham, Frank	PT	MS, Curriculum and Instruction, Western Maryland College (now McDaniel College)	PBC in School Administration and Supervision
Eric, Rice	FT	PhD, in Anthropology, Johns Hopkins University	EdD

## Attachment H

<b>Name</b>	<b>FT/PT</b>	<b>Degrees Earned</b>	<b>Program of Instruction</b>
Hardiman, Mariale	FT	EdD, in Leadership for School Improvement in Urban Settings/ Special Education, Johns Hopkins University	PBC in Mind, Brain and Teaching
Harnett, Christina	FT	PhD, in Psychology, The Catholic University of America	EdD, MEHP, MS in Management, PMC in Evidence-Based Teaching in the Health Professions
Nussbaum, Andrew	PT	JD, George Washington University	PBC in School Administration and Supervision
Pape, Stephen	FT	PhD, in Educational Psychology - Human Learning and Instruction, City University of New York	EdD
Tsantis, Linda	FT	EdD, in Special Education, George Washington University	MS in Education, Technology for Educators
Ungaretti, Antoinette (Toni)	FT	PhD, in Human Development, University of Maryland College Park	MEHP, PMC in Evidence-Based Teaching in the Health Professions
William, Sowders	FT	PhD, in Curriculum and Instruction, University of Maryland, College Park	MSEd

### JHU School of Medicine (SOM)

<b>Name</b>	<b>FT/PT</b>	<b>Degrees Earned</b>	<b>Program of Instruction</b>
Greene, Peter	FT	MD, Yale University	Clinical Informatics Certificate
Kim, George	FT	MD, George Washington University School of Medicine and Health Sciences	Clinical Informatics Certificate
Lehmann, Harold	FT	MD, Columbia University, PhD Stanford University	Clinical Informatics Certificate
Miller, Robert	FT	MD, Medical College of Virginia School of Medicine	Clinical Informatics Certificate
Orlova, Anna	PT	MV, Lomonosov Moscow State University	Clinical Informatics Certificate

### JHU School of Nursing (SON)

<b>Name</b>	<b>FT/PT</b>	<b>Degrees Earned</b>	<b>Program of Instruction</b>
Abbott, Patricia	FT	PhD, University of Maryland Baltimore County	PBC in Applied Health Informatics
Belcher, Anne	FT	PhD, RN, AOCN, CNE, FAAN Florida State University	MSN, PBC: Nurse Educator, PMC: Clinical Nurse Specialist

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<b>Name</b>	<b>FT/PT</b>	<b>Degrees Earned</b>	<b>Program of Instruction</b>
Bower-Joffe, Kelly	FT	PhD, MSN, MPH, RN, Johns Hopkins University	MSN
Brast , Shawn	FT	MSN, BSN, Morgan State University	PBC Forensic Nursing
Christine, Savage	FT	PhD, RN, CARN, FAAN, University of Maryland Baltimore School of Nursing	MSN
Dennison-Himmelfarb, Cheryl	FT	PhD, Johns Hopkins University	MSN
Donnelly-Strozzo, Mary	FT	DNP, MPH, ACNP-BC Chatham University	MSN, PMC: Clinical Nurse Specialist
Feroli, Jr., E. Robert	FT	PharmD., FASHP, Massachusetts College of Pharmacy and Health Sciences	MSN, PMC: Clinical Nurse Specialist
Fowler, Carolyn	FT	PhD, MPH, Johns Hopkins University School of Hygiene and Public Health	MSN
Gerson, Linda	FT	PhD, RN, University of Maryland, College Park	PBC: Nurse Educator
Jeffries, Pamela	FT	PhD, RN, ANEF, FAAN, Indiana University	MSN, PBC: Nurse Educator, PMC: Clinical Nurse Specialist
Jordan, Elizabeth	FT	DNSc, MSN, RNC, FAAN, Johns Hopkins University School of Nursing	MSN
Kub, Joan	FT	PhD, APHN, BC, Johns Hopkins University Bloomberg School of Public Health	MSN
Mudd, Shawna	FT	DNP, CPNP-AC, PNP-BC, Johns Hopkins University School of Nursing	MSN, PMC: Clinical Nurse Specialist
Neal, Maggie	FT	PhD, University of Maryland, College Park	PBC: Nurse Educator
O'Neill, Sharon	FT	JD, MSN, RN, CRNP, University of Baltimore	MSN, PMC: Clinical Nurse Specialist
Shaefer, Jodi Sarah	FT	PhD, RN, University of Maryland School of Nursing	MSN, PMC: Clinical Nurse Specialist
Sharps, Phyllis	FT	PhD, RN, CNE, FAAN University of Maryland	MSN, PMC: Clinical Nurse Specialist
Sheridan, Daniel	FT	PhD, RN, FAAN, Oregon Health Sciences University	PBC Forensic Nursing
Silbert-Flagg, JoAnne	FT	DNP, Columbia University	MSN, PMC: Clinical Nurse Specialist
Stanik-Hutt, Julie	FT	PhD, ACNP/GNP-BC, CCNS, FAAN, University of Maryland	MSN
Tanner, Elizabeth	FT	PhD, MS, RN University of	MSN, PMC: Clinical Nurse

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<b>Name</b>	<b>FT/PT</b>	<b>Degrees Earned</b>	<b>Program of Instruction</b>
		Maryland	Specialist
Vazzano, Joyce	FT	MS, University of Maryland	MSN, PMC Clinical Nurse Specialist
Veenema, Tener	FT	PhD, MPH, RN, FAAN, University of Rochester	MSN
Wenzel , Jennifer	FT	PhD, RN, CCM University of Virginia	MSN
White , Kathleen	FT	PhD, RN, NEA-BC, FAAN, University of Maryland Baltimore County	MSN, PMC: Clinical Nurse Specialist
Woodruff , Kathleen	FT	MS, CRNP, University of Maryland School of Nursing	MSN, PMC Clinical Nurse Specialist
Zangaro , George	FT	DNP, University of Maryland	MSN

### JHU Whiting School of Engineering (WSE)

<b>Name</b>	<b>FT/PT</b>	<b>Degrees Earned</b>	<b>Program of Instruction</b>
Ahlbrand, Stephen	PT	MS, Computer Science; Johns Hopkins University	MSE in Systems Engineering, MS in Systems Engineering, Graduate Certificate in Systems Engineering, PMC in Systems Engineering
Ahmed, Farid	PT	PhD, Electrical Engineering; University of Dayton	MS in Electrical and Computer Engineering, Graduate Certificate in Electrical and Computer Engineering, PMC in Electrical and Computer Engineering
Alavi, Hedy	PT	PhD, Civil Engineering; Ohio State University	Master of Environmental Engineering, Graduate Certificate in Environmental Engineering, PMC in Environmental Engineering
Battista, Corina	PT	MS, Technical Management; Johns Hopkins University	MS in Technical Management, Graduate Certificate in Technical Management, PMC in Technical Management
Beecher-Deighan, Margaret	PT	MAc, Acupuncture; TAI Sophia Institute	MSE in Systems Engineering, MS in Systems Engineering, PBC in Systems Engineering, PMC in Systems Engineering
Beser, Nicholas	PT	PhD, Systems Engineering and Computer Science; University of Pennsylvania	MSE in Systems Engineering, MS in Systems Engineering, PBC in Systems Engineering, PMC in Systems Engineering
Biemer, Steven	PT	PhD, Systems Engineering; George Mason University	MSE in Systems Engineering, MS in Systems Engineering, PBC in Systems Engineering, PMC in Systems Engineering
Bjerkaas, Allan	PT	PhD, Physics; University of Illinois	MS in Technical Management, PBC in Technical Management, PMC in Technical Management

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<b>Name</b>	<b>FT/PT</b>	<b>Degrees Earned</b>	<b>Program of Instruction</b>
Blank, Richard	PT	MS, Engineering Applied Science; University of California	MS in Environmental Planning and Management, PBC in Environmental Planning and Management, PMC in Environmental Planning and Management
Bodt, Barry	PT	PhD, Statistics; University of Delaware	MS in Environmental Planning and Management, PBC in Environmental Planning and Management, PMC in Environmental Planning and Management
Boland, Bonnie	PT	PhD, Natural Resources Management; Southern Illinois University	MS in Environmental Planning and Management, PBC in Environmental Planning and Management, PMC in Environmental Planning and Management
Boland, John	PT	PhD, Environmental Economics; Johns Hopkins University	MS in Environmental Planning and Management, PBC in Environmental Planning and Management, PMC in Environmental Planning and Management, PMC in Climate Chang, Energy and Environmental Sustainability
Buchanan, Thomas	PT	MBA, Business; Southern Illinois University	MS in Environmental Planning and Management, PBC in Environmental Planning and Management, PMC in Environmental Planning and Management
Butcher, Stephyn	PT	PhD, Computer Science; Johns Hopkins University	MS in Computer Science, PMC in Computer Science
Chaikin, Yaakov	PT	MS, Computer Science; Johns Hopkins University	MS in Computer Science, PMC in Computer Science
Chavis, Jeffrey	PT	MSEE, Electrical Engineering; University of Maryland	MS in Electrical and Computer Engineering, PBC in Electrical and Computer Engineering, PMC in Electrical and Computer Engineering
Chittargi, Kiran	PT	MS, Information Systems; Johns Hopkins University	MS in Information Systems Engineering, PBC in Information Systems Engineering, PMC in Information Systems Engineering
Chlan, Eleanor	PT	PhD, Computer Science; University of Maryland, Baltimore County	MS in Computer Science, PMC in Computer Science
Collins, Michael	PT	PhD, Electrical and Computer Engineering; Carnegie Mellon University	MS in Computer Science, PMC in Computer Science
Coolahan, James	PT	PhD, Aerospace Engineering; University of Notre Dame	MS in Information Systems Engineering, PBC in Information Systems Engineering, PMC in Information Systems Engineering

## Attachment H

Name	FT/PT	Degrees Earned	Program of Instruction
Cost, Richard	PT	PhD, Computer Science; University of Maryland, Baltimore County	MS in Computer Science, PMC in Computer Science
Crownover, William (Max)	PT	PhD, Engineering Management and Systems Engineering; Old Dominion University	MS in Information Systems Engineering, PBC in Information Systems Engineering, PMC in Information Systems Engineering
Dabbah, Roger	PT	PhD, Food Sciences/Biochemistry ; University of Maryland	MS in Environmental Planning and Management, PBC in Environmental Planning and Management, PMC in Environmental Planning and Management
Dahmann, Judith	PT	PhD, Sociology; Johns Hopkins University	MS in Information Systems Engineering, PBC in Information Systems Engineering, PMC in Information Systems Engineering
Davies-Venn, Christian	PT	PhD, Environmental Engineering; University of Arkansas	MS in Environmental Planning and Management, PBC in Environmental Planning and Management, PMC in Environmental Planning and Management
Davis, Cleon	PT	PhD, Electrical and Computer Engineering; Georgia Institute of Technology	MS in Electrical and Computer Engineering, PBC in Electrical and Computer Engineering, PMC in Electrical and Computer Engineering
Dellarco, Michael	PT	PhD, Environmental Health Science; Johns Hopkins University	MS in Environmental Planning and Management, PBC in Environmental Planning and Management, PMC in Environmental Planning and Management
DeSimone, Antonio	PT	PhD, Physics; Brown University	MS in Information Systems Engineering, PBC in Information Systems Engineering, PMC in Information Systems Engineering
Dever, Jason	PT	PhD, Systems Engineering; George Washington University	MSE in Systems Engineering, MS in Systems Engineering, PBC in Systems Engineering, PMC in Systems Engineering
Dixon, Jeffery	PT	MS, Organizational and Technical ; Johns Hopkins University	MS in Information Systems Engineering, PBC in Information Systems Engineering, PMC in Information Systems Engineering
Donaldson, Scott	PT	MS, Systems Engineering; University of Southern California	MS in Information Systems Engineering, PBC in Information Systems Engineering, PMC in Information Systems Engineering
Edwards, Clinton	PT	PhD, Electrical Engineering; University of Maryland	PBC in Electrical and Computer Engineering, PMC in Electrical and Computer Engineering
Edwards, Marion	PT	PhD, Mathematics; University of Maryland	MS in Electrical and Computer Engineering, PBC in Electrical and Computer Engineering, PMC in Electrical and Computer Engineering

## Attachment H

<b>Name</b>	<b>FT/PT</b>	<b>Degrees Earned</b>	<b>Program of Instruction</b>
Ellis, Joseph	PT	PhD, Civil Engineering; University of Waterloo	MS in Environmental Planning and Management, PBC in Environmental Planning and Management, PMC in Environmental Planning and Management
Engel-Cox, Jill	PT	PhD, Environmental Sciences; University of Maryland, Baltimore County	MS in Environmental Planning and Management, PBC in Environmental Planning and Management, PMC in Climate Change , Energy and Environmental Sustainability, PMC in Environmental Planning and Management
Ermolaeva, Maria	PT	PhD, Physics and Mathematics; Moscow State University	MS in Computer Science, Post- Master's Certificate in Computer Science
Evans, Robert	PT	MS, Computer Science; Johns Hopkins University	MS in Computer Science, Post- Master's Certificate in Computer Science
Felikson, Leonid	PT	MS, Computer Science; Urals Polytechnic Institute	MS in Computer Science, Post- Master's Certificate in Computer Science
Felikson, Tatyana	PT	MS, Computer Science; University of Kiev	MS in Computer Science, Post- Master's Certificate in Computer Science
Flanigan, David	PT	PhD, Systems Engineering / Operations Research; George Mason University	MSE in Systems Engineering, MS in Systems Engineering, PBC in Systems Engineering, PMC in Systems Engineering
Fletcher, Mary	PT	MS, Technical Management; Johns Hopkins University	MS in Technical Management, PBC in Technical Management, Post- Master's Certificate in Technical Management
George, James	PT	PhD, Systems Analysis and Economics for Public Decision Making; Johns Hopkins University	MS in Environmental Planning and Management, PBC in Environmental Planning and Management, PMC in Environmental Planning and Management
Gilbert, Daniel	PT	PhD, Physical Chemistry; University of Maryland	MS in Environmental Planning and Management, PBC in Environmental Planning and Management, PMC in Environmental Planning and Management
Gorski, Anthony	PT	JD, Law; Vermont Law School	MS in Environmental Planning and Management, PBC in Environmental Planning and Management, Post -Master's Certificate in Climate Change, Energy and Environmental Sustainability, PMC in Environmental Planning and Management
Haq,, Salman	PT	PhD, Mechanical Engineering; North Carolina State University	MS in Environmental Planning and Management, PBC in Environmental Planning and Management, PMC in Environmental Planning and Management

## Attachment H

<b>Name</b>	<b>FT/PT</b>	<b>Degrees Earned</b>	<b>Program of Instruction</b>
Harris III, Alton	PT	Doctor of Management, Organizational Leadership; University of Phoenix	MS in Technical Management, PBC in Technical Management, PMC in Technical Management
Henderson, Timothy	PT	JD, Law; University of Wisconsin	MS in Environmental Planning and Management, PBC in Environmental Planning and Management, PMC in Environmental Planning and Management
Henry, Matthew	PT	PhD, Systems Engineering; University of Virginia	MSE in Systems Engineering, MS in Systems Engineering, PBC in Systems Engineering, PMC in Systems Engineering
Hestnes, Dag	PT	MS, Technical Management; Johns Hopkins University	MS in Technical Management, PBC in Technical Management, PMC in Technical Management
Hilgartner, William	PT	PhD, Paleoecology; Johns Hopkins University	MS in Environmental Planning and Management, Post-Baccalaureate) Certificate in Environmental Planning and Management, PMC in Environmental Planning and Management
Hobbs, Elizabeth	PT	MS, Computer Science; Johns Hopkins University	MS in Computer Science, PMC in Computer Science
Horne-Jahrling, Christine	PT	MS, Organizational Development; Johns Hopkins University	MS in Technical Management, Post-baccalaureate) Certificate in Technical Management, PMC in Technical Management
Hudson, Patrick	PT	PhD, Ocean Engineering; Johns Hopkins University	MS in Environmental Planning and Management, PBC in Environmental Planning and Management, PMC in Environmental Planning and Management
Jablonski, Daniel	PT	PhD , Physics; University of Cambridge	MS in Electrical and Computer Engineering, PBC in Electrical and Computer Engineering, PMC in Electrical and Computer Engineering
Jayasundera, Shalani	PT	PhD, Environmental Engineering; University of Maryland	Master of Environmental Engineering, PBC in Environmental Engineering, PMC in Environmental Engineering, MS in Environmental Engineering and Science, PBC in Environmental Engineering and Science, PMC in Environmental Engineering and Science, MS in Environmental Planning and Management, PBC in Environmental Planning and Management, PMC in Environmental Planning and Management

## Attachment H

<b>Name</b>	<b>FT/PT</b>	<b>Degrees Earned</b>	<b>Program of Instruction</b>
Jennison, Brian	PT	PhD, Electrical Engineering; Purdue University	MS in Electrical and Computer Engineering, PBC in Electrical and Computer Engineering, PMC in Electrical and Computer Engineering
Jones, Michael	PT	PhD, Modeling and Simulations; Old Dominion University	MSE in Systems Engineering, MS in Systems Engineering, PBC in Systems Engineering, PMC in Systems Engineering
Joseph, Jr., Joshua	PT	PhD, Civil and Environmental Engineering; Virginia Tech	Master of Environmental Engineering, PBC in Environmental Engineering, PMC in Environmental Engineering, MS in Environmental Engineering and Science, PBC in Environmental Engineering and Science, PMC in Environmental Engineering and Science, MS in Environmental Planning and Management, PBC in Environmental Planning and Management, PMC in Environmental Planning and Management
Kalb, George	PT	MS, Computer Science; Johns Hopkins University	MS in Cybersecurity, PMC in Cybersecurity
Kane, Jed	PT	MS, Systems Engineering; Johns Hopkins University	MSE in Systems Engineering, MS in Systems Engineering, PBC in Systems Engineering, PMC in Systems Engineering
Kim, Eung	PT	ME, Environmental Engineering; Johns Hopkins University	Master of Environmental Engineering, PBC in Environmental Engineering, PMC in Environmental Engineering, MS in Environmental Engineering and Science PBC in Environmental Engineering and Science, PMC in Environmental Engineering and Science, MS in Environmental Planning and Management, PBC in Environmental Planning and Management, PMC in Environmental Planning and Management
Kovalchik, Joseph	PT	PhD, Computer Science; Naval Postgraduate School	MSE in Systems Engineering, MS in Systems Engineering, PBC in Systems Engineering, PMC in Systems Engineering
Krishnan, Iyengar	PT	PhD, Engineering Science; University of Southern Florida	MS in Computer Science, PMC in Computer Science
Krzystan, Robert	PT	MS, Electrical Engineering; Michigan State University	MSE in Systems Engineering, MS in Systems Engineering, Post-Baccalaureate Certificate in Systems Engineering, PMC in Systems Engineering

## Attachment H

<b>Name</b>	<b>FT/PT</b>	<b>Degrees Earned</b>	<b>Program of Instruction</b>
Kung, Dar-Ning	PT	PhD, Mechanical Engineering; University of Maryland	MS in Computer Science, PMC in Computer Science
Lew, William	PT	PhD, Mathematical Statistics; George Washington University	MS in Computer Science, PMC in Computer Science
Liggett, William	PT	MBA, Finance; Frostburg State University	MS in Technical Management, PBC in Technical Management, PMC in Technical Management
Lum, Jack	PT	PhD, Chemical Engineering; Princeton University	MS in Electrical and Computer Engineering, PBC in Electrical and Computer Engineering, PMC in Electrical and Computer Engineering
Malcom, Horace	PT	MS, Computer Science ; Pennsylvania State University	MS in Computer Science, PMC in Computer Science
Marble, Jay	PT	PhD, Electrical Engineering; University of Michigan	MS in Electrical and Computer Engineering, Post-baccalaureate) Certificate in Electrical and Computer Engineering, PMC in Electrical and Computer Engineering
May, Ralph	PT	PhD, Mathematics; University of Pennsylvania	MS in Cybersecurity, PMC in Cybersecurity
McKneely, Jennifer	PT	M.A., Applied Experimental Psychology; George Mason University	MSE in Systems Engineering, MS in Systems Engineering, Graduate Certificate in Systems Engineering, PMC in Systems Engineering
Menner, William	PT	PhD, Applied Mathematics; Rensselaer Polytechnic Institute	MS in Computer Science, PMC in Computer Science
Metz, Karen	PT	MS, Mechanical Engineering; Georgia Institute of Technology	MSE in Systems Engineering, MS in Systems Engineering, PBC in Systems Engineering, PMC in Systems Engineering
Mitchel, Kimberlee	PT	PhD, Policy Science ; University of Maryland, Baltimore County	MS in Cybersecurity, PMC in Cybersecurity

## Attachment H

<b>Name</b>	<b>FT/PT</b>	<b>Degrees Earned</b>	<b>Program of Instruction</b>
Montemayor, Jaime	PT	PhD, Computer Science; University of Maryland	MS in Information Systems Engineering, PBC n Information Systems Engineering, PMC in Information Systems Engineering
Mosley, Victoria	PT	MS, Computer Science; Johns Hopkins University	MSE in Systems Engineering, MS in Systems Engineering, PBC in Systems Engineering, PMC in Systems Engineering
Movahed, Zohreh	PT	PhD, Environmental Engineering; University of Maryland	Master of Environmental Engineering, PBC in Environmental Engineering, PMC in Environmental Engineering, MS in Environmental Engineering and Science, PBC in Environmental Engineering and Science, PMC in Environmental Engineering and Science, MS in Environmental Planning and Management, PBC in Environmental Planning and Management, PMC in Environmental Planning and Management
Mueller, James	PT	MS, Project Management; Johns Hopkins University	MS in Technical Management, PBC in Technical Management, PMC in Technical Management
Nieparent, Richard	PT	PhD, Physics; Rutgers University	MS in Computer Science, PMC in Computer Science
Noble, John	PT	MS, Mathematics; Pennsylvania State University	MS in Computer Science, PMC in Computer Science
Olagbemi, Albert	PT	PhD, Software Engineering; Naval Postgraduate School	MS in Computer Science, PMC in Computer Science
Olson, Christopher	PT	MS, Systems Engineering; Johns Hopkins University	MSE in Systems Engineering, MS in Systems Engineering, Post-Baccalaureate) Certificate in Systems Engineering, PMC in Systems Engineering
Overcash, Christopher	PT	MS, Environmental Engineering; Johns Hopkins University	Master of Environmental Engineering, PBC in Environmental Engineering, PMC in Environmental Engineering, MS in Environmental Engineering and Science, PBC in Environmental Engineering and Science, PMC in Environmental Engineering and Science, MS in Environmental Planning and Management, PBC in Environmental Planning and Management, PMC in Environmental Planning and Management
Pascale, Chancellor	PT	MS, Computer Science; Johns Hopkins University	MS in Information Systems, PBC in Information Systems Engineering, PMC in Information Systems Engineering, MS in Electrical and Computer Engineering

## Attachment H

Name	FT/PT	Degrees Earned	Program of Instruction
Raffensperger, Jeffrey	PT	PhD, Hydrogeology; Johns Hopkins University	Master of Environmental Engineering, PBC in Environmental Engineering PMC in Environmental Engineering, MS in Environmental Engineering and Science, PBC in Environmental Engineering and Science, PMC in Environmental Engineering and Science, MS in Environmental Planning and Management, PBC in Environmental Planning and Management, PMC in Environmental Planning and Management
Resch, Cheryl	PT	MS, Computer Science; Johns Hopkins University	MS in Computer Science, PMC in Computer Science, MS in Information Systems Engineering, PBC in Information Systems Engineering, PMC in Information Systems Engineering
Riegel, Kurt	PT	PhD, Astrophysics; University of Maryland	Master of Environmental Engineering, PBC in Environmental Engineering, PMC in Environmental Engineering, MS in Environmental Engineering and Science, PBC in Environmental Engineering and Science, PMC in Environmental Engineering and Science, MS in Environmental Planning and Management, PBC in Environmental Planning and Management, PMC in Environmental Planning and Management
Robert, Michael	PT	PhD, Civil and Environmental Engineering; University of California	Master of Environmental Engineering, PBC in Environmental Engineering, PMC in Environmental Engineering, MS in Environmental Engineering and Science, PBC in Environmental Engineering and Science, PMC in Environmental Engineering and Science, MS in Environmental Planning and Management, PBC in Environmental Planning and Management, PMC in Environmental Planning and Management, PMC in Climate Change, Energy, and Environmental Sustainability
Romano, John	PT	MS, Computer Science; Johns Hopkins University	MS in Information Systems Engineering, PBC in Information Systems Engineering, PMC in Information Systems Engineering
Roper, William	PT	PhD, Mechanical Engineering; Michigan State University	Master of Environmental Engineering, PBC in Environmental Engineering, PMC in Environmental Engineering, MS in Environmental Engineering and Science, PBC in Environmental Engineering and Science, PMC in Environmental Engineering and Science, MS in Environmental Planning and Management, PBC in Environmental Planning and Management, PMC in Environmental Planning and Management

## Attachment H

<b>Name</b>	<b>FT/PT</b>	<b>Degrees Earned</b>	<b>Program of Instruction</b>
Saunders, Joanne	PT	MS, Computer Science; University of Southern California	MSE in Systems Engineering, MS in Systems Engineering, PBC in Systems Engineering, PMC in Systems Engineering
Saunders, Randy	PT	MS, Engineering; Harvey Mudd College	MSE in Systems Engineering, MS in Systems Engineering, PBC in Systems Engineering, PMC in Systems Engineering
Schappelle, Samuel	PT	MS, Computer Science; Pennsylvania State University	MS in Computer Science, PMC in Computer Science
Seymour, Samuel	PT	PhD, Physical Chemistry; University of Illinois	MSE in Systems Engineering, MS in Systems Engineering, PBC in Systems Engineering, PMC in Systems Engineering
Sheppard, John	PT	PhD, Computer Science; Johns Hopkins University	MS in Computer Science, PMC in Computer Science
Shinn, Stephen	PT	MS, Technical Management; Johns Hopkins University	MS in Technical Management, PBC in Technical Management, PMC in Technical Management
Siegel, Stanley	PT	PhD, Nuclear Physics; Rutgers University	MSE in Systems Engineering, MS in Systems Engineering, PBC in Systems Engineering, PMC in Systems Engineering
Silberberg, David	PT	PhD, Computer Science; University of Maryland	MS in Computer Science, PMC in Computer Science
Smithson, Clyde	PT	MS, Electrical Engineering; Colorado Tech	MSE in Systems Engineering, MS in Systems Engineering, PBC in Systems Engineering, PMC in Systems Engineering
Snyder, Philip	PT	MS, Computer Science and Statistics; Purdue University	MS in Computer Science, PMC in Computer Science
Suter, Joseph	PT	PhD, Materials Science and Engineering; Johns Hopkins University	MS in Technical Management, PBC in Technical Management, PMC in Technical Management
Tamer, John	PT	MS, Systems Engineering; Johns Hopkins University	MSE in Systems Engineering, MS in Systems Engineering, PBC in Systems Engineering, PMC in Systems Engineering

## Attachment H

Name	FT/PT	Degrees Earned	Program of Instruction
Thomas, Cassie	PT	MS, Computer Science; University of Maryland	MSE in Systems Engineering, MS in Systems Engineering, PBC in Systems Engineering, PMC in Systems Engineering
Thompson, Charles	PT	MS, Mathematics; California State University	MSE in Systems Engineering, MS in Systems Engineering, PBC in Systems Engineering, PMC in Systems Engineering
Toussaint, Craig	PT	PhD, Civil Engineering and Environmental Science; University of Oklahoma	Master of Environmental Engineering, PBC in Environmental Engineering, PMC in Environmental Engineering, MS in Environmental Engineering and Science, PBC in Environmental Engineering and Science, PMC in Environmental Engineering and Science, MS in Environmental Planning and Management, PBC in Environmental Planning and Management, PMC in Environmental Planning and Management
Utara, Christian	PT	MS, Systems Engineering; Johns Hopkins University	MSE in Systems Engineering, MS in Systems Engineering, PBC in Systems Engineering, PMC in Systems Engineering
Weiss, Steven	PT	DSc, Electrical Engineering; George Washington University	MS in Electrical and Computer Engineering, PBC in Electrical and Computer Engineering, PMC in Electrical and Computer Engineering
Williams, Justin	PT	PhD, Systems Analysis and Economics for Public Decision Making; Johns Hopkins University	Master of Environmental Engineering, PBC in Environmental Engineering, PMC in Environmental Engineering, PMC in Climate Change , Energy and Environmental Sustainability, MS in Environmental Engineering and Science, PBC in Environmental Engineering and Science, PMC in Environmental Engineering and Science, MS in Environmental Planning and Management, PBC in Environmental Planning and Management, PMC in Environmental Planning and Management
Winston, Audrey	PT	MS, Computer Science; Johns Hopkins University	MSE in Systems Engineering, MS in Systems Engineering, PBC in Systems Engineering, PMC in Systems Engineering
Ziarko, Janice	PT	PhD Public Administration, Science and Technology policy; American University	MSE in Systems Engineering, MS in Systems Engineering, PBC in Systems Engineering, PMC in Systems Engineering

## Attachment H

Name	FT/PT	Degrees Earned	Program of Instruction
Zuelsdorf, Gerald	PT	MS, Electrical Engineering/Communication; The George Washington University	MS in Electrical and Computer Engineering, PBC in Electrical and Computer Engineering, PMC in Electrical and Computer Engineering

## Attachment I

**33) Provide documentation showing the school's policy for the resolution of the student and graduate comments and complaints. Provide complete contact information to which complaints may be referred.**

**JHU Bloomberg School of Public Health (BSPH)**

[http://www.jhsph.edu/offices-and-services/student-affairs/\\_pdf/jhsph\\_guidebook\\_2013-2014.pdf](http://www.jhsph.edu/offices-and-services/student-affairs/_pdf/jhsph_guidebook_2013-2014.pdf)

**JHU Krieger School of Arts and Sciences(KSAS)/Whiting School of Engineering (WSE)**

[http://engineering.jhu.edu/include/content/pdf/adr/WSE\\_Grievance.pdf](http://engineering.jhu.edu/include/content/pdf/adr/WSE_Grievance.pdf)

**JHU School of Education (SOE)**

<http://www.students.education.jhu.edu/studentaffairs/policies/grievances.html>

**JHU School of Medicine (SOM)**

<http://www.hopkinsmedicine.org/som/faculty/policies/facultypolicies/grievance.html>

**JHU School of Nursing (SON)**

<http://nursing.jhu.edu/life-at-hopkins/student-resources/right-to-know/index.html>

**INSTRUCTIONAL SCHOOL BOND**

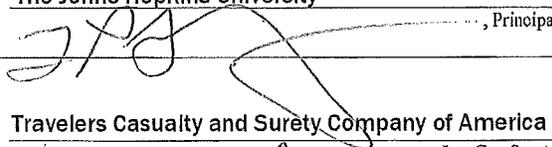
**Bond No. 105911364**

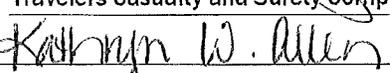
KNOW ALL PERSONS BY THESE PRESENTS, That we, The Johns Hopkins University,  
Travelers Casualty and Surety Company  
as Principal, and of America as Surety, are held and firmly bound unto the State of  
Iowa in the sum of \$ 50,000.00 lawful money of the United States, for which payment we bind ourselves,  
our successors and assigns, jointly and severally, firmly by these presents.

WHEREAS the Principal proposes to maintain, advertise, or conduct in Iowa a course of instruction for profit, or  
for tuition charge, by classroom instruction or by correspondence and to enter into contracts and agreements with students  
for such courses of instruction; this Bond is conditioned on the faithful performance of all contracts and agreements made  
by it or its salespersons with students. If the Principal shall faithfully perform all such contracts and agreements, then this  
obligation is to be void and of no effect.

PROVIDED, The liability of the Surety upon this Bond shall be continuous, except that the Surety shall have the  
right to terminate its liability under this Bond by serving notice of its election to do so upon the State of Iowa. The Surety's  
liability under the Bond shall be terminated and canceled effective thirty (30) days after receipt by the State of a written  
notice signed by the Surety or its authorized agent, stating that the liability of the Surety is thereby terminated and canceled.  
Thereafter the Surety shall be discharged from any liability under this Bond for any default or violation of the terms  
of any contract or agreement made by the Principal or violation of the laws of the State of Iowa affecting such contract or  
agreement occurring after the effective date of the cancellation of this Bond.

Signed and dated this 17th day of May, 2013.

The Johns Hopkins University  
\_\_\_\_\_, Principal  
By: 

Travelers Casualty and Surety Company of America  
\_\_\_\_\_, Ins. Co., Surety  
By:   
Kathryn W. Allen, Attorney-In-Fact



POWER OF ATTORNEY

Farmington Casualty Company
Fidelity and Guaranty Insurance Company
Fidelity and Guaranty Insurance Underwriters, Inc.
St. Paul Fire and Marine Insurance Company
St. Paul Guardian Insurance Company

St. Paul Mercury Insurance Company
Travelers Casualty and Surety Company
Travelers Casualty and Surety Company of America
United States Fidelity and Guaranty Company

Attorney-In Fact No. 226394

Certificate No. 005426941

KNOW ALL MEN BY THESE PRESENTS: That Farmington Casualty Company, St. Paul Fire and Marine Insurance Company, St. Paul Guardian Insurance Company, St. Paul Mercury Insurance Company, Travelers Casualty and Surety Company, Travelers Casualty and Surety Company of America, and United States Fidelity and Guaranty Company are corporations duly organized under the laws of the State of Connecticut, that Fidelity and Guaranty Insurance Company is a corporation duly organized under the laws of the State of Iowa, and that Fidelity and Guaranty Insurance Underwriters, Inc., is a corporation duly organized under the laws of the State of Wisconsin (herein collectively called the "Companies"), and that the Companies do hereby make, constitute and appoint

Barbara A. Thompson, Carolyn E. Wheeler, Novetta M. Anderson, Loretta M. Jones, Mary Y. Volmar, Sandra Ward, Vicki Nobinger, Betty J. Simmons, Kathryn W. Allen, and Kellie McKinney

of the City of Knoxville, State of Tennessee, their true and lawful Attorney(s)-in-Fact, each in their separate capacity if more than one is named above, to sign, execute, seal and acknowledge any and all bonds, recognizances, conditional undertakings and other writings obligatory in the nature thereof on behalf of the Companies in their business of guaranteeing the fidelity of persons, guaranteeing the performance of contracts and executing or guaranteeing bonds and undertakings required or permitted in any actions or proceedings allowed by law.

IN WITNESS WHEREOF, the Companies have caused this instrument to be signed and their corporate seals to be hereto affixed, this 26th day of March, 2013.

Farmington Casualty Company
Fidelity and Guaranty Insurance Company
Fidelity and Guaranty Insurance Underwriters, Inc.
St. Paul Fire and Marine Insurance Company
St. Paul Guardian Insurance Company

St. Paul Mercury Insurance Company
Travelers Casualty and Surety Company
Travelers Casualty and Surety Company of America
United States Fidelity and Guaranty Company



State of Connecticut
City of Hartford ss.

By: [Signature]
Robert L. Raney, Senior Vice President

On this the 26th day of March, 2013, before me personally appeared Robert L. Raney, who acknowledged himself to be the Senior Vice President of Farmington Casualty Company, Fidelity and Guaranty Insurance Company, Fidelity and Guaranty Insurance Underwriters, Inc., St. Paul Fire and Marine Insurance Company, St. Paul Guardian Insurance Company, St. Paul Mercury Insurance Company, Travelers Casualty and Surety Company, Travelers Casualty and Surety Company of America, and United States Fidelity and Guaranty Company, and that he, as such, being authorized so to do, executed the foregoing instrument for the purposes therein contained by signing on behalf of the corporations by himself as a duly authorized officer.

In Witness Whereof, I hereunto set my hand and official seal.
My Commission expires the 30th day of June, 2016.



[Signature]
Marie C. Tetreault, Notary Public



**THE JOHNS HOPKINS UNIVERSITY**

Consolidated Financial Statements

June 30, 2013 and 2012

(With Independent Auditors' Report Thereon)



KPMG LLP  
1 East Pratt Street  
Baltimore, MD 21202-1128

## Independent Auditors' Report

The Board of Trustees  
The Johns Hopkins University:

We have audited the accompanying consolidated financial statements of The Johns Hopkins University (the University), which comprise the consolidated balance sheets as of June 30, 2013 and 2012, and the related consolidated statements of activities and cash flows for the years then ended, and the related notes to the consolidated financial statements.

### *Management's Responsibility for the Financial Statements*

Management is responsible for the preparation and fair presentation of these consolidated financial statements in accordance with U.S. generally accepted accounting principles; this includes the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of consolidated financial statements that are free from material misstatement, whether due to fraud or error.

### *Auditors' Responsibility*

Our responsibility is to express an opinion on these consolidated financial statements based on our audits. We conducted our audits in accordance with auditing standards generally accepted in the United States of America. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditors' judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. Accordingly, we express no such opinion. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

### *Opinion*

In our opinion, the consolidated financial statements referred to above present fairly in all material respects, the financial position of The Johns Hopkins University as of June 30, 2013 and 2012, and the changes in their net assets and their cash flows for the years then ended, in accordance with U.S. generally accepted accounting principles.

**KPMG LLP**

October 18, 2013

**THE JOHNS HOPKINS UNIVERSITY**

Consolidated Balance Sheets

June 30, 2013 and 2012

(In thousands)

Assets	2013	2012
Cash and cash equivalents	\$ 235,877	182,234
Operating investments	825,581	820,488
Cash, cash equivalents and operating investments	1,061,458	1,002,722
Sponsored research accounts receivable, net	321,912	323,176
Other accounts receivable, net	143,675	198,737
Contributions receivable, net	202,170	246,484
Prepaid expenses and deferred charges	47,086	39,233
Student loans receivable, net	33,265	33,109
Investments	3,874,737	3,492,777
Property and equipment, net	2,116,037	2,103,275
Investments in and loans to affiliates	194,560	169,363
Other assets	111,970	103,178
Interests in trusts and endowment funds held by others	105,501	103,231
Total assets	\$ <u>8,212,371</u>	<u>7,815,285</u>
<b>Liabilities and Net Assets</b>		
Accounts payable and accrued expenses	\$ 487,033	503,999
Sponsored research deferred revenues	279,586	258,058
Other deferred revenues and liabilities	136,422	160,488
Liabilities under split-interest agreements	68,089	70,500
Debt	1,437,944	1,432,048
Pension and postretirement obligations	162,955	326,247
Other long-term liabilities	241,909	230,542
Endowment and similar funds held for others	519,624	480,629
Total liabilities	<u>3,333,562</u>	<u>3,462,511</u>
Net assets:		
Unrestricted	2,242,101	1,899,596
Temporarily restricted	1,075,232	998,155
Permanently restricted	1,561,476	1,455,023
Total net assets	<u>4,878,809</u>	<u>4,352,774</u>
Total liabilities and net assets	\$ <u>8,212,371</u>	<u>7,815,285</u>

See accompanying notes to consolidated financial statements.

**THE JOHNS HOPKINS UNIVERSITY**

Consolidated Statements of Activities

Years ended June 30, 2013 and 2012

(In thousands)

	<u>2013</u>	<u>2012</u>
Changes in unrestricted net assets from operating activities:		
Operating revenues:		
Tuition and fees	\$ 734,928	706,209
Less financial aid	<u>257,875</u>	<u>249,829</u>
Tuition and fees, net of financial aid	477,053	456,380
Grants, contracts, and similar agreements	2,743,110	2,629,364
Clinical services	543,125	493,840
Reimbursements from affiliated institutions	434,317	405,208
Contributions	110,517	92,557
Endowment payout used to support operations	129,284	124,194
Investment return	16,631	26,538
Maryland State aid	16,317	16,690
Auxiliary enterprises	94,093	91,709
Other revenues	140,856	136,154
Net assets released from restrictions	<u>88,481</u>	<u>88,009</u>
Total operating revenues	<u>4,793,784</u>	<u>4,560,643</u>
Operating expenses:		
Compensation	2,083,978	1,986,804
Benefits	666,439	623,652
Contractual services	1,045,332	959,893
Supplies, materials, and other	538,493	518,526
Depreciation and amortization	194,469	188,920
Travel	116,231	112,277
Interest	<u>53,639</u>	<u>55,574</u>
Total operating expenses	<u>4,698,581</u>	<u>4,445,646</u>
Excess of operating revenues over operating expenses	<u>95,203</u>	<u>114,997</u>

**THE JOHNS HOPKINS UNIVERSITY**

Consolidated Statements of Activities

Years ended June 30, 2013 and 2012

(In thousands)

	<u>2013</u>	<u>2012</u>
Changes in unrestricted net assets from nonoperating activities:		
Investment return	\$ 80,415	(36,838)
Change in benefit plans funded status, excluding benefit costs	161,670	(170,575)
Net assets released from restrictions	29,874	8,353
Loss on bond refinancings	(45,982)	(3,532)
Change in fair value on interest rate swap agreements	14,338	(18,556)
Other, net	<u>6,987</u>	<u>8,261</u>
Change in unrestricted net assets from nonoperating activities	<u>247,302</u>	<u>(212,887)</u>
Total changes in unrestricted net assets	<u>342,505</u>	<u>(97,890)</u>
Changes in temporarily restricted net assets:		
Contributions	77,480	92,857
Investment return	117,952	(49,475)
Net assets released from restrictions	<u>(118,355)</u>	<u>(96,362)</u>
Total changes in temporarily restricted net assets	<u>77,077</u>	<u>(52,980)</u>
Changes in permanently restricted net assets:		
Contributions	87,685	40,218
Investment return	<u>18,768</u>	<u>633</u>
Total changes in permanently restricted net assets	<u>106,453</u>	<u>40,851</u>
Total changes in net assets	526,035	(110,019)
Net assets at beginning of year	<u>4,352,774</u>	<u>4,462,793</u>
Net assets at end of year	<u>\$ 4,878,809</u>	<u>4,352,774</u>

See accompanying notes to consolidated financial statements.

**THE JOHNS HOPKINS UNIVERSITY**

Consolidated Statements of Cash Flows

Years ended June 30, 2013 and 2012

(In thousands)

	<u>2013</u>	<u>2012</u>
Cash flows from operating activities:		
Changes in net assets	\$ 526,035	(110,019)
Adjustments to reconcile changes in net assets to net cash provided by operating activities:		
Depreciation, amortization, and loss on asset disposals	193,720	189,965
Contributions restricted for long-term investment	(92,720)	(33,287)
Net realized and unrealized gains from investments	(328,999)	(34,526)
Net unrealized (gains) losses from swaps	(14,338)	18,556
Loss on bond refinancings	45,982	3,532
Change in benefit plans funded status	(163,292)	164,033
Changes in assets and liabilities:		
Sponsored research and other accounts receivable, net	56,326	1,756
Contributions receivable, net	8,297	5,175
Prepaid expenses and deferred charges	(9,672)	(2,052)
Investments in and loans to affiliates	(18,030)	(25,458)
Other assets	(8,792)	(73,550)
Accounts payable and accrued expenses	(16,013)	47,588
Sponsored research and other deferred revenues and liabilities	11,800	(5,950)
Interests and liabilities related to trusts and split-interest agreements	11,596	5,019
Other long-term liabilities	2,736	54,332
Net cash provided by operating activities	<u>204,636</u>	<u>205,114</u>
Cash flows from investing activities:		
Purchases of operating investments and investments	(2,453,248)	(2,759,556)
Proceeds from sales and maturities of operating investments and investments	2,463,127	2,794,000
Purchases of property and equipment	(196,554)	(228,903)
Disbursements for student loans	(5,415)	(5,315)
Repayments of student loans	5,259	5,466
Advances to affiliates, net of repayments	(22,465)	(28,024)
Joint venture dividends, net of capital contributions	5,225	10,538
Change in endowments held for others	(16,929)	(12,102)
Net cash used in investing activities	<u>(221,000)</u>	<u>(223,896)</u>
Cash flows from financing activities:		
Contributions restricted for long-term investment	106,066	77,040
Proceeds from borrowings	463,079	184,768
Payments on debt refinancings	(458,075)	(183,325)
Scheduled debt payments	(41,063)	(26,218)
Net cash provided by financing activities	<u>70,007</u>	<u>52,265</u>
Net increase in cash and cash equivalents	53,643	33,483
Cash and cash equivalents at beginning of year	<u>182,234</u>	<u>148,751</u>
Cash and cash equivalents at end of year	\$ <u><u>235,877</u></u>	\$ <u><u>182,234</u></u>

See accompanying notes to consolidated financial statements.

## THE JOHNS HOPKINS UNIVERSITY

### Notes to Consolidated Financial Statements

June 30, 2013 and 2012

(Dollars in thousands)

#### (1) Basis of Presentation and Summary of Significant Accounting Policies

##### (a) General

The Johns Hopkins University (the University) is a premier, privately endowed institution that provides education and related services to students and others, research and related services to sponsoring organizations, and professional medical services to patients. The University is based in Baltimore, Maryland, but also maintains facilities and operates education programs elsewhere in Maryland, in Washington, D.C. and, in certain foreign locations. The University is internationally recognized as a leader in research, teaching, and medical care.

Education and related services (e.g., room, board, etc.) are provided to approximately 21,000 students, including 13,000 full-time students and 8,000 part-time students, and produced approximately 12% of the University's net operating revenues in both fiscal 2013 and 2012. The full-time students are divided about equally between graduate level (including postdoctoral) and undergraduate level. Students are drawn from a broad geographic area, including most of the states in the United States and numerous foreign countries. The majority of the part-time students are graduate level students from the Baltimore-Washington, D.C. area.

Research and related services (e.g., research training) are provided through approximately 1,800 government and private sponsors. Grants, contracts, and similar agreements produced approximately 57% and 58% of the University's operating revenues in fiscal 2013 and 2012, respectively. Approximately 88% of these revenues come from departments and agencies of the United States government in both fiscal 2013 and 2012. Major government sponsors include the Department of Health and Human Services, the Department of Defense, the National Aeronautics and Space Administration, and the Agency for International Development.

Professional medical services are provided by members of the University's faculty to patients at The Johns Hopkins Hospital (the Hospital) and other hospitals and outpatient care facilities in the Baltimore area and produced approximately 11% of the University's operating revenues in both fiscal 2013 and 2012. The patients are predominantly from the Baltimore area, other parts of Maryland, or surrounding states.

##### (b) Basis of Presentation and Use of Estimates

The consolidated financial statements include the accounts of the various academic and support divisions, the Applied Physics Laboratory (APL), the Johns Hopkins University Press, and affiliated organizations, which are controlled by the University, including Jhpiego Corporation and Peabody Institute of the City of Baltimore (collectively, the financial statements). All significant interentity activities and balances are eliminated for financial reporting purposes. Investments in organizations that the University does not control, including Dome Corporation, FSK Land Corporation, Johns Hopkins Healthcare LLC, Johns Hopkins Home Care Group, Inc., Johns Hopkins Medical Institutions Utilities LLC (JHMI Utilities LLC), Johns Hopkins Medicine International LLC, and other affiliated entities are accounted for using the equity method.

## THE JOHNS HOPKINS UNIVERSITY

### Notes to Consolidated Financial Statements

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(Dollars in thousands)

The preparation of financial statements in conformity with generally accepted accounting principles requires management to make estimates and judgments that affect the reported amounts of assets and liabilities and disclosures of contingencies at the date of the financial statements and revenues and expenses recognized during the reporting period. Actual results could differ from those estimates.

The most significant estimates and judgments affecting the University's financial statements relate to fair values of nonmarketable investments, allowances for uncollectible accounts and contributions receivable, provisions for self-insured liabilities and property damage claims, liabilities under split-interest agreements, and the actuarial assumptions used to determine obligations under defined benefit pension and postretirement plans.

Certain amounts for fiscal 2012 have been reclassified to conform to the presentation for fiscal 2013.

Net assets, revenues, and gains and losses are classified based on the existence or absence of donor-imposed restrictions. Accordingly, net assets of the University are classified and reported as follows:

- *Unrestricted* – Net assets that are not subject to donor-imposed stipulations.
- *Temporarily restricted* – Net assets subject to donor-imposed stipulations that will be met by actions of the University and/or the passage of time.
- *Permanently restricted* – Net assets subject to donor-imposed stipulations that they be maintained permanently by the University. Generally, the donors of these assets permit the University to use all or part of the income earned on related investments for general or specific purposes, primarily divisional and departmental support and student financial aid.

Revenues are reported as increases in unrestricted net assets unless their use is limited by donor-imposed restrictions. Expenses are reported as decreases in unrestricted net assets. Gains and losses on investments are reported as increases or decreases in unrestricted net assets unless their use is restricted by explicit donor stipulations or by law. Under Maryland law, appreciation on donor-restricted endowments is classified as temporarily restricted until appropriated for expenditure. Expirations of temporary restrictions recognized on net assets (i.e., the donor-stipulated purpose has been fulfilled and/or the stipulated time period has elapsed) are reported as net assets released from restrictions, which reflect reclassifications from temporarily restricted net assets to unrestricted net assets. Temporary restrictions on gifts to acquire long-lived assets are considered met in the period in which the assets are placed in service.

#### (c) *Cash, Cash Equivalents, and Operating Investments*

The University utilizes cash, cash equivalents, and operating investments to fund daily cash needs. Investments with maturities at dates of purchase of 90 days or less are classified as cash equivalents, and investments with maturities at dates of purchase of more than 90 days are classified as operating investments. Operating investments, which include short-term U.S. Treasury securities and other highly liquid fixed income investments, are stated at fair value, generally based on quoted market prices, and are used for general operating purposes.

## THE JOHNS HOPKINS UNIVERSITY

### Notes to Consolidated Financial Statements

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Investments purchased with funds on deposit with bond trustees, with funds held in trusts by others, with split-interest agreements or by external endowment investment managers are classified with the respective assets.

#### *(d) Contributions*

Contributions, including unconditional promises to give, are recognized in the appropriate category of net assets in the period received, except that contributions, which impose restrictions that are met in the same fiscal year, are included in unrestricted revenues. Unconditional promises to give are recognized initially at fair value giving consideration to anticipated future cash receipts and discounting such amounts at a risk-adjusted rate. These inputs to the fair value estimate are considered Level 3 in the fair value hierarchy. Conditional promises to give are not recognized until the conditions on which they depend are substantially met. Contributions of assets other than cash are recorded at their estimated fair value at the date of gift, except that contributions of works of art, historical treasures, and similar assets held as part of collections are not recognized or capitalized.

Allowance is made for uncollectible contributions receivable based upon management's judgment and analysis of the creditworthiness of the donors, past collection experience, and other relevant factors. Estimated collectible contributions to be received after one year are discounted using a risk-adjusted rate for the expected period of collection. Amortization of the discount is included in contributions revenue.

#### *(e) Investments and Investment Return*

Investments in United States government and agency obligations, debt securities, and directly held United States and international equities are stated at fair value, which are determined primarily based on quoted market prices. Investments in private equity and venture capital, certain real estate, natural resources, marketable alternatives, and public equities held through commingled funds (collectively, alternative investments and commingled funds) are stated at estimated fair value based on the funds' net asset values (NAV), or their equivalents, as a practical expedient, unless it is probable that all or a portion of the investment will be sold for an amount different from NAV. As of June 30, 2013 and 2012, the University had no plans or intentions to sell investments at amounts different from NAV. The NAV or their equivalents, which are estimated and reported by the general partners or investment managers, are reviewed and evaluated by the University's investment office. These estimated fair values may differ from the values that would have been used had a ready market existed for these investments, and the differences could be significant. Investments in certain real estate assets are recorded at fair value based upon independent third-party appraisals.

Investments are exposed to several risks, including interest rate, credit, liquidity, and overall market volatility. Due to the level of risk associated with certain investment securities, changes in the value of investment securities could occur in the near term, and these changes could materially affect the amounts reported in the accompanying financial statements. Liquidity risk represents the possibility that the University may not be able to rapidly adjust the size of its portfolio holdings in times of high volatility and financial stress at a reasonable price. If the University was forced to dispose of an

**THE JOHNS HOPKINS UNIVERSITY**

Notes to Consolidated Financial Statements

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(Dollars in thousands)

illiquid investment at an inopportune time, it might be forced to do so at a substantial discount to fair value.

Investment return included in operating revenues consists of income and realized gains and losses on operating investments, including cash equivalents, and nonpooled endowment funds (except where restricted by donors). Endowment payout for pooled endowment and similar funds approved by the Board of Trustees is also recognized in operating revenues.

Unrealized gains and losses of operating investments and nonpooled endowment funds, any difference between the total return recognized and the payout for pooled endowment and similar funds, and income and realized gains restricted by donors are reported as nonoperating activities.

**(f) *Property and Equipment***

Property and equipment are stated at cost, if purchased or at estimated fair value at the date of gift, if donated, less accumulated depreciation and amortization. Depreciation of buildings, equipment, and library collections and amortization of leasehold improvements are computed using the straight-line method over the estimated useful lives of the assets. Land and certain historic buildings are not subject to depreciation. Title to certain equipment purchased using funds provided by government sponsors is vested in the University and is included in property and equipment on the balance sheets. Certain equipment used by the APL in connection with its performance under agreements with the United States government is owned by the government. These facilities and equipment are not included in the balance sheets; however, the University is accountable to the government for them. Repairs and maintenance costs are expensed as incurred. Costs relating to retirement, disposal, or abandonment of assets where the University has a legal obligation to perform certain activities are accrued using either site-specific surveys or square foot estimates as appropriate.

Costs of purchased software are capitalized along with internal and external costs incurred during the application development stage (i.e., from the time the software is selected until it is ready for use). Capitalized costs are amortized on a straight-line basis over the expected life of the software. Computer software maintenance costs are expensed as incurred.

**(g) *Fair Value Measurements***

Assets and liabilities that are reported at fair value on a recurring basis (note 6) are categorized into a fair value hierarchy. Fair value is defined as the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date. The three levels of the fair value hierarchy are as follows:

- Level 1: Quoted prices in active markets for identical assets or liabilities.
- Level 2: Observable inputs other than Level 1 prices such as quoted prices for similar assets or liabilities; quoted prices in markets that are not active; or other inputs that are observable or can be corroborated by observable market data for substantially the full term of the assets or liabilities.

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- Level 3: Unobservable inputs that are supported by little or no market activity and that are significant to the fair value of the asset or liabilities.

Most investments classified in Levels 2 and 3 consist of shares or units in investment funds as opposed to direct interests in the funds' underlying holdings, which may be marketable. Because the NAV, or its equivalent, reported by each fund is used as a practical expedient to estimate fair value of the University's interest therein, its classification in Level 2 or 3 is based on the University's ability to redeem its interest at or near June 30. If the University has the ability to redeem its interest at NAV or its equivalent within three months of June 30, the investment is classified as Level 2. Investment funds, for which the University does not have the ability to redeem within three months of June 30, are classified as Level 3. The classification of investments in the fair value hierarchy is not necessarily an indication of the risks or liquidity of underlying assets and liabilities, but is determined by the pricing transparency or the University's ability to redeem the investment.

When observable prices are not available, certain real asset investments are valued using one or more of the following valuation techniques: market approach – this approach uses prices and other relevant information generated by market transactions involving identical or comparable assets or liabilities; income approach – this approach determines a valuation by discounting future cash flows; or cost approach – this approach is based on the principle of substitution and the concept that a market participant would not pay more than the amount that would currently be required to replace the asset. These valuation techniques may include inputs such as price information, volatility statistics, operating statistics, specific and broad credit data, recent transactions, earnings forecasts, discount rates, reserve reports, futures pricing, and other factors.

As of June 30, 2013 and 2012, the carrying values of the University's accounts receivable, prepaid expenses and other assets, accounts payable, accrued expenses, and certain other liabilities approximate their fair values because of the terms and relatively short maturity (unobservable inputs considered Level 3 in the fair value hierarchy). An estimate of the fair value of student loan receivables administered by the University under federal government loan programs is not practical because the receivables can only be assigned to the United States government or its designees.

#### **(h) *Split-Interest Agreements and Interests in Trusts***

The University's split-interest agreements with donors consist primarily of irrevocable charitable remainder trusts and charitable gift annuity agreements for which the University serves as trustee. Assets held under these arrangements are included in investments and are recorded at fair value. Contribution revenues are recognized at the date the trusts or agreements are established after recording liabilities for the present value of the estimated future payments to be made to the donors and/or other beneficiaries. The liabilities are adjusted during the terms of the trusts for changes in the values of the assets, accretion of the discounts, and other changes in estimates of future benefits. Assets and liabilities under the University's charitable gift annuity agreements were \$58,214 and \$54,930 classified in investments and \$29,383 and \$32,129 classified in liabilities under split-interest agreements, respectively, as of June 30, 2013 and 2012.

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(Dollars in thousands)

The University is also the beneficiary of certain perpetual and remainder trusts held and administered by others. The fair values of the trusts are recognized as assets and contribution revenues at the dates the trusts are established. The assets held in these trusts are included in interests in trusts and endowment funds held by others and are adjusted for changes in the fair value of the trust assets through nonoperating investment return.

**(i) Tuition and Fees Revenue and Student Financial Aid**

Student tuition and fees are recorded as revenue during the year the related academic services are rendered. Student tuition and fees received in advance of services to be rendered are recorded as deferred revenue. The University provides financial aid to eligible students, generally in an “aid package” that includes loans, compensation under work-study programs, and/or grant and scholarship awards. The loans are provided primarily through programs of the United States government (including direct and guaranteed loan programs) under which the University is responsible only for certain administrative duties. The grants and scholarships include awards provided from gifts and grants from private donors, income earned on endowment funds restricted for student aid, and University funds.

**(j) Sponsored Research Activities**

Revenues under grants, contracts, and similar agreements with sponsors are recognized as expenditures are incurred for agreement purposes. These revenues include recoveries of facilities and administrative costs, which are generally determined as a negotiated or agreed-upon percentage of direct costs, with certain exclusions. Facilities and administrative cost recovery revenues for the academic and support divisions of the University were \$311,524 in fiscal 2013 and \$316,902 in fiscal 2012. Funds received from sponsors in advance of expenditures incurred are reported as sponsored research deferred revenues.

Approximately 80% and 73%, of receivables related to reimbursement of costs incurred under grants and contracts as of June 30, 2013 and 2012, respectively, were from agencies or departments of the United States government. There is no assurance that sponsored research activities can and will continue to be made at current levels.

**(k) Clinical Services**

Clinical services revenues are recognized in the period in which services are rendered and are reported at the estimated net realizable amounts from patients, third-party payors, and others. Allowance is made for uncollectible accounts based primarily on past collection experience and analyses of outstanding receivables. Contractual allowances are estimated based on actual claims paid by third-party payors.

**(l) Affiliated Institutions**

The University has separate administrative agreements for the exchange of services with the Hospital and other medical and educational institutions. Costs incurred by the University in providing services

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(Dollars in thousands)

to these institutions and the related reimbursements are reported as operating expenses and revenues, respectively, in the appropriate classifications.

The University holds several endowment and similar funds, which are designated for purposes or activities that are carried out by the Hospital and The Johns Hopkins Hospital Endowment Fund Incorporated (JHHEFI). The assets of these funds are included in investments and the related income is paid to the Hospital and JHHEFI. The carrying values of the funds are adjusted for earnings from and changes in the fair values of the investments and distributions paid and are classified as liabilities on the balance sheets as endowment and similar funds held for others.

**(m) *Auxiliary Enterprises***

Auxiliary enterprises, including residence halls, food service, parking, the press, and telecommunications, provide services to students, faculty, and staff. Fees for such services are recognized as revenue as the services are provided.

**(n) *Insurance***

The University, together with other institutions, has formed captive insurance companies that arrange and provide professional liability, general liability, and property damage insurance for their shareholders. Defined portions of claims paid by these companies are self-insured. The University's claims liabilities are recognized as claims are incurred using actuarial studies based upon historical claims data, cost trends, and other actuarial estimates. Insurance expenses are recognized as operating expenses as incurred. In addition, the University is self-insured for certain other risks, primarily health and workers' compensation. Professional insurance liabilities associated with providing clinical services are reflected as gross claims on the balance sheets. In addition, medical malpractice insurance recoveries are also reported on the balance sheets as other assets. Accrued self-insurance liabilities aggregated \$58,920 and \$58,277 as of June 30, 2013 and 2012, respectively.

**(o) *Refundable Advances from the United States Government***

Funds provided by the United States government under the Federal Perkins, Nursing and Health Professions Student Loan programs are loaned to qualified students, administered by the University, and may be reloaned after collections. These funds are ultimately refundable to the government and are included in other long-term liabilities. These advances totaled \$29,821 and \$29,881 as of June 30, 2013 and 2012, respectively.

**(p) *Income Taxes***

The University is qualified as a not-for-profit organization under Section 501(c)(3) of the Internal Revenue Code, as amended. Accordingly, it is not subject to income taxes except to the extent it has taxable income from activities that are not related to its exempt purpose. The University annually reviews its tax positions and has determined that there are no material uncertain tax positions that require recognition in the financial statements.

**THE JOHNS HOPKINS UNIVERSITY**

Notes to Consolidated Financial Statements

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(Dollars in thousands)

**(q) Leases**

The University conducts certain operations in leased facilities, which have minimum lease obligations under noncancelable operating leases. Certain leases contain rent escalations, renewal options, and require payments for taxes, insurance, and maintenance. Rent expense is recognized in operations as incurred, except for escalating rents, which are recognized on a straight-line basis over the life of the lease.

The University also enters into lease agreements that are classified as capital leases. Buildings and equipment under capital leases are recorded at the lower of the net present value of the minimum lease payments or the value of the leased asset at the inception of the lease.

**(r) Derivative Financial Instruments**

The University and their external investment managers are authorized and do use specified derivative financial instruments in managing the assets under their control, subject to restrictions and limitations adopted by the Board of Trustees. The University uses interest rate swap agreements to manage interest rate risk associated with certain variable rate debt or to adjust its debt structure. Derivative financial instruments are measured at fair value and recognized in the balance sheets as assets or liabilities, with changes in fair value recognized in the statements of activities.

**(s) Statement of Cash Flows**

Property and equipment additions included in accounts payable and accrued expenses and transfers from affiliates as of June 30, 2013 and 2012 were \$25,454 and \$13,319, respectively.

**(2) Applied Physics Laboratory**

The Applied Physics Laboratory (APL), located in Howard County, Maryland, was established during World War II with funding from the United States government. APL functions as a research facility and conducts research and development primarily in national defense and space sciences. The University owns and operates the facility and conducts research under a multiple task order contract with the United States Navy (the Navy Contract) and separate contracts with other government agencies. APL is organized as a Limited Liability Company (LLC), wholly owned by the University, and operating as a division of the University.

In accordance with an agreement between the United States government and the University, APL has been designated a national resource. Under the agreement, if the University determines that it can no longer sponsor APL or the Secretary of the Navy determines that the Navy can no longer contract with the University with respect to APL on mutually satisfactory terms, the University is required to establish a charitable trust to provide for the continued availability of the APL. The trust would be administered by five trustees and the corpus would consist of the University's interest in the APL facilities, including land to the extent necessary, and the balances in the University's APL stabilization, contingency, and research fund on the date the trust is established, less certain costs. Upon termination of the trust, the corpus, in whole or in part, as determined by the trustees would be returned to and held and used by the University for such educational or research purposes and in such manner as the trustees and University agree.

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The University works under an omnibus contract with the U.S. Navy. The most recent contract was signed in February 2013. The new Navy Contract provides for a five-year initial term ending in September 2017, plus a five-year renewal option, and establishes an aggregate purchase limit of \$4.9 billion over the ten-year contract period. The prior contract was signed in 2002, ran for a five-year initial term and a five-year optional renewal term, and provided for an aggregate purchase limit of \$4.7 billion for its scheduled ordering period, which ended on September 30, 2012. The prior contract allowed for a twelve-month period following conclusion of the ordering period for additional funding and completion of existing task orders. APL has continued to work on task orders under the prior contract during fiscal 2013.

APL revenues for the fiscal year ended June 30, 2013 were approximately \$1.1 billion and represented approximately 24% of the University's operating revenues. Approximately 78% and 15% of APL's revenues in fiscal 2013 were from the Department of Defense (primarily under the Navy Contract) and the National Aeronautics and Space Administration, respectively. Contract work includes evaluation and design of various types of missile systems and command, control, and communication systems, assessment of submarine technologies, design of space systems for precision tracking, location and navigation, and conduct of space experiments. The contracts define costs for which reimbursements may be received and provide a management fee to the University. The Navy Contract requires that a portion of the fees earned under the Navy Contract be retained and used for various APL-related purposes, including, among other things, APL working capital, capital projects at APL and APL reserves.

**(3) Sponsored Research Accounts Receivable and Other Accounts Receivable**

Sponsored research accounts receivable as of June 30, 2013 and 2012 of \$321,912 and \$323,176, respectively, are net of allowances of \$13,418 and \$20,551, respectively. Other accounts receivable, net, are summarized as follows as of June 30, 2013 and 2012:

	<u>2013</u>	<u>2012</u>
FICA refund receivable	\$ 2,813	77,869
Affiliated institutions, primarily the Hospital (note 11)	25,343	33,061
Students	12,842	9,452
Others	<u>46,855</u>	<u>30,013</u>
Total net of allowances of \$5,782 in 2013 and \$5,997 in 2012	87,853	150,395
Receivables for clinical professional fees, net of contractual and bad debt allowances of \$112,455 in 2013 and \$99,225 in 2012	<u>55,822</u>	<u>48,342</u>
	<u>\$ 143,675</u>	<u>198,737</u>

In March 2010, the Internal Revenue Service (IRS) announced an administrative determination to accept the position that medical residents are exempt from Federal Insurance Contributions Act (FICA) taxes for calendar years 1991 to 2002. In August 2012, the University was notified by the IRS that the claims were approved and began receiving refund checks including interest in fiscal 2013. As of June 30, 2013, the

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(Dollars in thousands)

University is awaiting final IRS approval for three quarters. A corresponding liability was recorded for the amounts originally paid by the medical residents, the Hospital, and other affiliates. Amounts owed to the Hospital and other affiliates were paid in fiscal 2013. Amounts owed to the medical residents, approximately \$34,000, are expected to be paid in fiscal 2014 and are accrued as of June 30, 2013.

The mix of gross accounts receivable for clinical professional fees from patients and third-party payors consisted of the following as of June 30, 2013 and 2012: commercial third parties 43% and 44%, respectively; Medicare 20% and 19%, respectively; Medicaid 8% and 10%, respectively; Blue Cross/Blue Shield 9% and 8%, respectively; and patients 20% and 19%, respectively.

**(4) Contributions Receivable**

Contributions receivable, net, are summarized as follows as of June 30, 2013 and 2012:

	<u>2013</u>	<u>2012</u>
Unconditional promises scheduled to be collected in:		
Less than one year	\$ 75,282	73,598
One year to five years	141,993	184,428
Over five years	<u>1,611</u>	<u>7,429</u>
	218,886	265,455
Less unamortized discount (interest ranging from 0.7% to 5.1%) and allowances for uncollectible contributions	<u>16,716</u>	<u>18,971</u>
	<u>\$ 202,170</u>	<u>246,484</u>

As of June 30, 2013 and 2012, 44% and 48%, respectively, of the gross contributions receivable were due from ten donors. Approximately 39% and 40% of contribution revenues for fiscal 2013 and 2012, respectively, were from ten donors. As of June 30, 2013, the University had also been informed of bequest intentions and conditional promises to give aggregating in excess of \$700,000, which have not been recognized as assets or revenues. If received, these gifts will generally be restricted for specific purposes stipulated by the donors, primarily endowments for faculty support, scholarships, or general operating support of a particular department or division of the University.

**(5) Investments and Investment Return**

The overall investment objective of the University is to invest its assets in a prudent manner that will achieve a long-term rate of return sufficient to fund a portion of its annual operating activities and increase investment value after inflation. The University diversifies its investments among various asset classes incorporating multiple strategies and managers. The Committee on Investments of the Board of Trustees oversees the University's investment program in accordance with established guidelines, which cover asset allocation and performance objectives and impose various restrictions and limitations on the managers. These restrictions and limitations are specific to each asset classification and cover concentrations of market risk (at both the individual issuer and industry group levels), credit quality of fixed-income and short-term investments, use of derivatives, investments in foreign securities, and various other matters. The

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managers may make use of exchange-traded interest rate futures contracts, forward currency contracts, and other derivative instruments.

Investments are summarized as follows as of June 30, 2013 and 2012:

	<u>2013</u>	<u>2012</u>
Operating investments	\$ 825,581	820,488
Investments	<u>3,874,737</u>	<u>3,492,777</u>
	<u>4,700,318</u>	<u>4,313,265</u>
Cash and cash equivalents	158,891	170,745
United States government and agency obligations	822,437	711,262
Debt securities	304,808	335,489
United States equities	471,160	417,341
International equities	818,361	696,055
Private equity and venture capital	552,228	538,002
Real estate	411,503	366,959
Natural resources	328,527	292,035
Marketable alternatives	744,876	703,996
Other	<u>87,527</u>	<u>81,381</u>
	\$ <u>4,700,318</u>	<u>4,313,265</u>

As of June 30, 2013 and 2012, other investments represent investments held by the University under deferred compensation agreements. Such amounts approximate the University's related liability to employees, which are included in other long-term liabilities.

The following table summarizes the University's investments as of June 30, 2013 and 2012 for which NAV was used as a practical expedient to estimate fair value:

	Fair value determined using NAV		Unfunded commitments		Redemption frequency	Redemption notice period
	<u>2013</u>	<u>2012</u>	<u>2013</u>	<u>2012</u>	<u>2013</u>	<u>2013</u>
United States equities	\$ —	51,382	—	—	—	—
International equities	686,866	608,406	—	—	83% Monthly 12% Quarterly 5% Annually	1 to 120 days
Private equity and venture capital	552,228	538,002	261,803	217,771	N/A	N/A
Real estate	212,200	190,063	149,081	157,736	N/A	N/A
Natural resources	328,527	292,035	135,311	128,772	N/A	N/A
Marketable alternatives	<u>744,876</u>	<u>703,996</u>	<u>68,610</u>	<u>76,720</u>	See chart below	14 to 180 days
	\$ <u>2,524,697</u>	<u>2,383,884</u>	<u>614,805</u>	<u>580,999</u>		

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Marketable alternatives have the following redemption periods as of June 30, 2013 and 2012:

	<u>2013</u>	<u>2012</u>
Marketable alternatives:		
Quarterly redemptions	\$ 52,535	50,314
Annual redemptions	222,765	181,114
Quarterly or annual over 1- to 3-year period	196,269	169,790
Rolling 3-year redemption	60,715	43,170
Drawdown funds over 10-year period	212,592	259,608
	<u>\$ 744,876</u>	<u>703,996</u>

Information with respect to investee strategies and redemptions for those investments in funds whose fair value is estimated based upon reported NAVs follow.

**United States and International equities:** This includes commingled funds that invest in publicly traded common stock of domestic, developed, and emerging market companies. One fund offers annual liquidity while all other funds allow monthly or quarterly redemptions with various notice requirements ranging from 1 to 120 days.

**Private equity and venture capital:** This includes funds making investments in leveraged buyouts of both public and private companies, as well as investments in venture capital, growth-stage investing, and distressed debt. These are limited partnerships where distributions are made to investors through the liquidation of the underlying assets. It is expected to take up to 10 years to fully distribute those assets.

**Natural resources:** This includes limited partnerships making investments in oil and gas, timber, agriculture, minerals, and other commodities. These investments make distributions to investors through the liquidation of the underlying assets. It is expected to take up to 15 years to fully distribute those assets.

**Real estate:** This includes limited partnerships making investments in real estate. These investments make distributions to investors through the liquidation of underlying assets. It is expected to take up to 15 years to fully distribute these assets.

**Marketable alternatives:** This includes multistrategy, credit and distressed debt, relative value, and event-driven funds in hedge fund and drawdown formats. Hedge funds have various redemption periods as summarized in the table above, with notice requirements ranging from 14 to 180 days. Drawdown funds are limited partnerships where distributions are made to investors through the liquidation of the underlying assets. It is expected to take up to 10 years to fully distribute these drawdown funds.

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Investment return is summarized as follows for the years ended June 30, 2013 and 2012:

	<u>2013</u>	<u>2012</u>
Dividend and interest income	\$ 56,296	49,023
Net realized and unrealized gains	324,516	36,369
External investment management fees and expenses	(22,245)	(18,497)
Change in value of interests in trusts and endowment funds held by others	4,483	(1,843)
	<u>\$ 363,050</u>	<u>65,052</u>

Investment return is classified in the statements of activities as follows for the years ended June 30, 2013 and 2012:

	<u>2013</u>	<u>2012</u>
Unrestricted net assets:		
Operating, including endowment payout	\$ 145,915	150,732
Nonoperating	80,415	(36,838)
Temporarily restricted net assets	117,952	(49,475)
Permanently restricted net assets	18,768	633
	<u>\$ 363,050</u>	<u>65,052</u>

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**(6) Fair Value Measurements**

The following table presents assets and liabilities that are measured at fair value on a recurring basis as of June 30, 2013:

	<b>Fair value as of June 30, 2013</b>	<b>Level 1</b>	<b>Level 2</b>	<b>Level 3</b>
<b>Assets:</b>				
Operating investments:				
United States government and agency obligations	\$ 541,056	541,056	—	—
Debt securities	284,525	102,569	181,956	—
Total operating investments	<u>825,581</u>	<u>643,625</u>	<u>181,956</u>	<u>—</u>
Investments:				
Cash and cash equivalents	158,891	158,891	—	—
United States government and agency obligations	281,381	281,381	—	—
Debt securities	20,283	20,283	—	—
United States equities	471,160	471,160	—	—
International equities	818,361	131,495	640,211	46,655
Private equity and venture capital	552,228	—	—	552,228
Real estate	411,503	15,953	—	395,550
Natural resources	328,527	—	—	328,527
Marketable alternatives	744,876	—	52,535	692,341
Other	87,527	87,527	—	—
Total investments	3,874,737	1,166,690	692,746	2,015,301
Other assets:				
Deposits with bond trustees	431	431	—	—
Interests in trusts and endowment funds held by others	105,501	—	77,094	28,407
Total assets	<u>\$ 4,806,250</u>	<u>1,810,746</u>	<u>951,796</u>	<u>2,043,708</u>
<b>Liabilities:</b>				
Interest rate swaps	\$ 20,123	—	20,123	—
Obligations under deferred compensation agreements	86,114	—	86,114	—
Endowment and similar funds held for others	519,624	—	—	519,624
Total liabilities	<u>\$ 625,861</u>	<u>—</u>	<u>106,237</u>	<u>519,624</u>

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The following table presents assets and liabilities that are measured at fair value on a recurring basis as of June 30, 2012:

	<b>Fair value as of June 30, 2012</b>	<b>Level 1</b>	<b>Level 2</b>	<b>Level 3</b>
<b>Assets:</b>				
<b>Operating investments:</b>				
United States government and agency obligations	\$ 513,280	513,280	—	—
Debt securities	<u>307,208</u>	<u>307,208</u>	—	—
<b>Total operating       investments</b>	<u>820,488</u>	<u>820,488</u>	—	—
<b>Investments:</b>				
Cash and cash equivalents	170,745	170,745	—	—
United States government and agency obligations	197,982	197,982	—	—
Debt securities	28,281	28,281	—	—
United States equities	417,341	365,959	51,382	—
International equities	696,055	87,649	608,406	—
Private equity and venture capital	538,002	—	—	538,002
Real estate	366,959	16,685	—	350,274
Natural resources	292,035	—	—	292,035
Marketable alternatives	703,996	—	50,314	653,682
Other	<u>81,381</u>	<u>81,381</u>	—	—
<b>Total investments</b>	<u>3,492,777</u>	<u>948,682</u>	<u>710,102</u>	<u>1,833,993</u>
<b>Other assets:</b>				
Deposits with bond trustees	558	558	—	—
Interests in trusts and endowment funds held by others	<u>103,231</u>	—	<u>76,110</u>	<u>27,121</u>
<b>Total assets</b>	<u>\$ 4,417,054</u>	<u>1,769,728</u>	<u>786,212</u>	<u>1,861,114</u>
<b>Liabilities:</b>				
Interest rate swaps	\$ 34,461	—	34,461	—
Obligations under deferred compensation agreements	81,050	—	81,050	—
Endowment and similar funds held for others	<u>480,629</u>	—	—	<u>480,629</u>
<b>Total liabilities</b>	<u>\$ 596,140</u>	—	<u>115,511</u>	<u>480,629</u>

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The methods and assumptions used to estimate the fair value of assets are defined in note 1g. Certain Level 3 real assets are based on unobservable inputs that utilize a market and income approach to determine fair value. The valuations are based on discounted cash flow and recent market transactions. The methods and assumptions used to estimate the fair value of interest rate swap liabilities are defined in note 8h. The fair value of the obligations under deferred compensation agreements is equal to the fair value of the other investment assets, which are determined using quoted market prices. The fair value of the endowment and similar funds held by others is determined using the estimated per share price of the Endowment Investment Pool (EIP) at the reporting date multiplied by the number of shares in the EIP held by others.

The following tables present the University's activity for Level 3 assets and liabilities measured at fair value on a recurring basis for the years ended June 30, 2013 and 2012:

	<u>International Equities</u>	<u>Private equity and venture capital</u>	<u>Real estate</u>	<u>Natural resources</u>	<u>Marketable alternatives</u>	<u>Interests in trusts and endowments held by others</u>	<u>Total</u>
<b>Assets:</b>							
Balance as of June 30, 2011	\$ —	541,547	299,984	228,225	678,696	27,796	1,776,248
Dividend and interest income	—	6,348	1,660	1,495	4,243	—	13,746
Net realized and unrealized gains (losses)	—	58,104	23,173	32,490	(1,883)	(675)	111,209
Purchases and calls	—	65,568	52,404	57,209	58,144	—	233,325
Sales and distributions	—	(133,565)	(26,947)	(27,384)	(85,518)	—	(273,414)
Balance as of June 30, 2012	—	538,002	350,274	292,035	653,682	27,121	1,861,114
Transfers from Level 2 to Level 3	29,466	—	—	—	—	—	29,466
Dividend and interest income	—	11,102	5,143	6,021	3,208	—	25,474
Net realized and unrealized gains	7,189	67,920	37,371	4,295	104,288	1,286	222,349
Purchases and calls	10,000	67,725	47,022	44,893	70,463	—	240,103
Sales and distributions	—	(132,521)	(44,260)	(18,717)	(139,300)	—	(334,798)
Balance as of June 30, 2013	\$ <u>46,655</u>	<u>552,228</u>	<u>395,550</u>	<u>328,527</u>	<u>692,341</u>	<u>28,407</u>	<u>2,043,708</u>

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		<b>Endowment and similar funds held for others</b>
Liabilities:		
Balance as of June 30, 2011	\$	489,252
Net realized and unrealized gains		3,479
Purchases and issuances		8,279
Sales and settlements		<u>(20,381)</u>
Balance as of June 30, 2012		480,629
Net realized and unrealized gains		55,923
Purchases and issuances		53
Sales and settlements		<u>(16,981)</u>
Balance as of June 30, 2013	\$	<u><u>519,624</u></u>

For the years ended June 30, 2013 and 2012, the University did not have any transfers between fair value Levels 1 and 2. As of June 30, 2013, investments that were no longer redeemable within 90 days after year-end were transferred from Level 2 to Level 3. The University did not have any transfers between Level 2 and Level 3 for the year ended June 30, 2012.

**(7) Property and Equipment**

Property and equipment, net, are summarized as follows as of June 30, 2013 and 2012:

	<u>2013</u>	<u>2012</u>	<u>Range of useful lives</u>
Land	\$ 76,324	76,324	N/A
Land improvements	86,339	84,975	15 years
Buildings and leasehold improvements	2,867,472	2,678,694	10 – 40 years
Equipment	781,407	718,738	7 – 15 years
Capitalized software costs	114,718	111,217	3 – 10 years
Library collections	254,856	241,054	25 years
Construction in progress	<u>99,172</u>	<u>146,111</u>	N/A
	4,280,288	4,057,113	
Less accumulated depreciation and amortization	<u>2,164,251</u>	<u>1,953,838</u>	
	<u>\$ 2,116,037</u>	<u>2,103,275</u>	

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**(8) Debt**

Debt is summarized as follows as of June 30, 2013 and 2012:

	<b>2013</b>	<b>2012</b>
Bonds payable	\$ 1,029,272	997,313
Notes payable	82,672	97,027
Commercial paper revenue notes – tax-exempt	245,565	255,528
Commercial paper revenue notes – taxable	28,628	28,628
Capital lease obligations (note 14)	51,807	53,552
	\$ 1,437,944	1,432,048

**(a) Bonds Payable**

Bonds payable were issued by Maryland Health and Higher Educational Facilities Authority (MHHEFA), except for the Taxable Bonds issued directly, and consist of the following as of June 30, 2013 and 2012:

	<b>2013</b>	<b>2012</b>
Revenue Bonds Series 2001B, 5.30%, due July 2041, net of unamortized premium of \$340 in 2012	\$ —	15,340
Revenue Bonds Series 2004A, 4.625% to 5.00%, due July 2038, including unamortized premium of \$947 in 2012	—	93,452
Revenue Bonds Series 2005A, variable rate, due July 2036	69,265	69,265
Revenue Bonds Series 2008A, 5.00% to 5.25%, due July 2038, including unamortized premium of \$4,739 in 2013 and \$5,007 in 2012	119,619	134,887
Revenue Bonds Series 2008B, variable rate, due July 2027	—	105,830
Taxable Bonds 2009 Series A, 5.25%, due July 2019, net of unamortized discount of \$80 in 2013 and \$189 in 2012	199,920	399,811
Revenue Bonds Series 2012A, 4.00% to 5.00%, due July 2041, including unamortized premium of \$24,239 in 2013 and \$25,578 in 2012	177,389	178,728
Taxable Bonds 2013 Series A, 4.085% due July 2053	355,000	—
Revenue Bonds Series 2013B, 4.25% to 5.00% due July 2041, including unamortized premium of \$8,454 in 2013	108,079	—
	\$ 1,029,272	997,313

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The bonds payable outstanding as of June 30, 2013 and 2012 are unsecured general obligations of the University. The loan agreements generally provide for semiannual or annual payments of interest. The Series 2005A bonds bear interest at a variable rate, which is reset on a weekly basis (0.04% and 0.12% at June 30, 2013 and June 30, 2012, respectively) and provide for monthly payments of interest. The Series 2008B bonds, which were refunded in fiscal 2013, bear interest at a variable rate, which is reset on a weekly basis (0.16% at June 30, 2012) and provided for monthly payments of interest. The Series 2008A bonds provide for serial principal payments prior to maturity of \$15,000 and \$30,000 in 2013 and 2018, respectively.

In February 2013, the University issued fixed rate taxable bonds of \$355,000 (Series 2013A bonds). The Series 2013A bonds are subject to redemption prior to final maturity. The bonds provide for annual sinking fund payments of \$71,000 in 2049 through 2053. Proceeds from the Series 2013A bonds were used to refund the Series 2008B bonds and \$200,000 of the Series 2009A bonds. As a result of this refunding, the University recognized a loss of \$42,109 in fiscal 2013, which includes a redemption premium payment of \$40,885 and \$1,224 for the write-off of unamortized bond issuance costs and original issue discounts associated with the Series 2008B and 2009A bonds.

In June 2013, the University, through MHHEFA, issued fixed rate tax-exempt bonds of \$99,625 (Series 2013B bonds). The bonds consist of \$60,475 of serial bonds with maturities starting 2020 through 2038 and a \$39,150 term bond with maturity of 2041. The Series 2013B bonds are subject to redemption prior to final maturity. The bonds provide for annual principal payments of \$8,595 in 2020, 2022, and 2023, \$8,590 in 2021, and \$13,050 in 2037 and 2038. Sinking fund payments on the term bond are \$13,050 in 2039 through 2041. Proceeds from the Series 2013B bonds were used to refund the remaining \$15,000 principal of the Series 2001B bonds and to advance refund the Series 2004A bonds through an irrevocable trust administered by MHHEFA. As a result of this refunding, the University recognized a loss of approximately \$3,873 in fiscal 2013.

In June 2012, the University, through MHHEFA, issued fixed rate tax-exempt bonds of \$153,150 (Series 2012A bonds). The bonds consist of \$80,600 of serial bonds with maturities starting 2023 through 2032 and \$72,550 of term bonds with maturities of 2037 and 2041. The Series 2012A bonds are subject to redemption prior to final maturity. The bonds are initially interest only until 2023 and then provide for annual principal payments of \$8,060 starting in 2023 through 2039 and annual principal payments of 8,065 in 2040 and 2041. Proceeds from the Series 2012A bonds were used to refund the Series 2002A bonds and a portion of the Series 2001B bonds. As a result of this refunding, the University recognized a loss of approximately \$3,532 in fiscal 2012, which includes the write-off of unamortized bond issuance costs and original issue discounts associated with the Series 2001B and 2002A Bonds.

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**(b) Notes Payable**

Notes payable consist of the following as of June 30, 2013 and 2012:

	<u>2013</u>	<u>2012</u>
MHHEFA note due June 2013	\$ —	3,910
MHHEFA note due November 2015	11,705	16,000
MHHEFA note due November 2020	9,489	10,433
MHHEFA note due February 2025	3,061	3,268
MHHEFA note due July 2026	4,703	4,884
Note due December 2019, 8.88%	43,504	47,863
Note due February 2014, 4.75%	7,553	7,800
Note due February 2044, 4.75%	1,878	1,878
Note due March 2017, 2.25%	779	991
	<u>\$ 82,672</u>	<u>97,027</u>

The MHHEFA notes are part of a pooled loan program. The notes are unsecured general obligations of the University, bear interest at a variable rate 0.85% and 0.50% as of June 30, 2013 and 2012, respectively, in monthly installments. Under terms of the loan agreements, the University may be required to provide security for the loans in certain circumstances (none required as of June 30, 2013 or 2012).

The note due December 2019 is secured by certain of the University's property and is due in annual installments with interest payable monthly.

The notes due February 2014 and February 2044 are unsecured general obligations of the University and may not be prepaid prior to their respective maturity dates. The note due February 2014 provides for monthly principal and interest payments based on a 25-year amortization schedule with full principal repayment by the maturity date. The note due February 2044 provides for monthly interest payments until the maturity date at which time the entire amount of the principal and unpaid accrued interest is due.

The note due March 2017 was issued by the Maryland Energy Administration in the principal amount of \$1,500 to fund energy efficient improvements. The note is an unsecured obligation of the University and is payable in semiannual installments.

**(c) Commercial Paper**

Under the commercial paper program, the University may have commercial paper outstanding of up to \$400,000. The notes are unsecured, bear interest at rates that are fixed at the date of issue and may have maturities up to 270 days from the date of issue. The notes outstanding as of June 30, 2013 bear interest at a weighted average rate of 0.13%.

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The tax-exempt commercial paper revenue notes were issued by MHHEFA to finance and refinance the costs of qualified assets. It is anticipated that the University will continuously renew maturing notes for a period of up to 120% of the estimated useful lives of the related assets.

*(d) Interest Costs*

Total interest costs incurred and paid were \$58,171 in 2013 and \$58,729 in 2012, of which \$3,595 in 2013 and \$4,734 in 2012 were capitalized. Accrued interest as of June 30, 2013 and 2012 was \$199 and \$416, respectively. There was no interest income in 2013 or 2012 earned from the investment of the unexpended proceeds of certain tax-exempt borrowings.

*(e) Debt Covenants*

Certain of the University's debt agreements include covenants that require the University to maintain minimum financial ratios. The University was in compliance with its covenant requirements as of and for year ended June 30, 2013.

*(f) Fair Value*

The carrying amounts of debt with variable interest rates, including commercial paper, approximate fair value because the rates reflect the current market rates for debt instruments with similar maturities and credit quality (Level 2 fair value hierarchy). The fair value of fixed rate debt is estimated based upon quoted market prices for publicly traded issues with similar terms and average maturities (Level 2 fair value hierarchy). The fair value estimates, at a specific point in time, are subjective in nature and involve judgment. The University is not obligated to settle its debt at fair value. The carrying amount and estimated fair value of the University's debt is summarized below as of June 30:

	2013		2012	
	Carrying value	Fair value	Carrying value	Fair value
Fixed rate	\$ 1,065,528	1,054,995	934,302	1,057,471
Variable rate	372,416	372,416	497,746	497,746
Total	\$ 1,437,944	1,427,411	1,432,048	1,555,217

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**(g) Other Credit Agreements**

To support liquidity requirements under the bond and commercial paper revenue notes programs with MHHEFA, the University has three standby liquidity support agreements with commercial banks as follows:

<u>Line of credit</u>	<u>Maturity</u>	<u>Annual fees</u>
\$ 175,000	January 2016	35 basis points
100,000	January 2016	34 basis points
100,000	April 2017	40 basis points

These agreements are intended to enable the University to fund the purchase of variable rate demand bonds, which are tendered and not remarketed, and to pay the maturing principal of and interest on commercial paper notes in the event they cannot be remarketed. Advances under these agreements are unsecured, bear interest at a rate that varies based on certain market indices, and are due by the stated expiration date. There were no borrowings under the University's standby liquidity support agreements during fiscal 2013 and 2012.

Under terms of a master note agreement with a commercial bank, the University may borrow up to \$100,000 under a line of credit for APL working capital purposes. Advances under the line of credit are unsecured, due on demand, and bear interest at a rate that varies based on certain market indices. The fee for this agreement is 45 basis points for a 1-year term, 15 basis points for a 1-year renewal term, and the unused line fee is 14 basis points per annum. There were no borrowings outstanding on the line of credit as of June 30, 2013 or 2012.

**(h) Interest Rate Swap Agreements**

Under interest rate swap agreements, the University and the counterparties agree to exchange the difference between fixed rate and variable rate interest amounts calculated by reference to specified notional principal amounts during the agreement period. Notional principal amounts are used to express the volume of these transactions, but the cash requirements and amounts subject to credit risk are substantially less.

The following table summarizes the general terms of cash of the University's swap agreements:

	<u>Effective date</u>	<u>Notional amount</u>	<u>Termination date</u>	<u>Interest rate paid</u>	<u>Interest rate received</u>
Fixed payor swap	June 2005	\$ 69,265	July 2036	3.87%	SIFMA 0.06% as of June 30, 2013
Fixed payor swap	July 2007	10,495	July 2027	3.45	67.00% of 1-month LIBOR 0.13% as of June 30, 2013
Fixed payor swap	July 2008	95,335	July 2020	3.43	67.00% of 1-month LIBOR 0.13% as of June 30, 2013

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Parties to interest rate swap agreements are subject to market risk for changes in interest rates and risk of credit loss in the event of nonperformance by the counterparty.

The fair value of each swap is the estimated amount the University would receive or pay to terminate the swap agreement at the reporting date considering current interest rates and creditworthiness of the swap counterparties. The aggregate fair value of the University's interest rate swap agreements as of June 30, 2013 and 2012 was a liability of \$20,123 and \$34,461, respectively, excluding accrued interest and is reported as other liabilities. Changes in the fair value of the interest rate swap agreements are reported as nonoperating activities. The change in fair value was a gain of approximately \$14,338 and a loss of approximately \$18,556, net of the swap termination fee, in fiscal 2013 and fiscal 2012, respectively.

The University is required to post collateral under these agreements under certain events. As of June 30, 2013 and 2012, \$8,000 and \$14,100, respectively, was held by the counterparty and was included in cash and cash equivalents, of which \$11,700 was required collateral as of June 30, 2012. There was no required collateral as of June 30, 2013.

*(i) Annual Principal Payments*

The following table summarizes the aggregate annual maturities of bonds payable, notes payable, and the maturities of specific commercial paper revenue note tranches, for the five years subsequent to June 30, 2013:

	<u>Bonds payable</u>	<u>Notes payable</u>	<u>Commercial paper notes</u>	<u>Total</u>
2014	\$ —	24,589	11,200	35,789
2015	—	7,980	10,737	18,717
2016	—	7,495	16,168	23,663
2017	—	7,947	12,551	20,498
2018	30,000	8,481	52,997	91,478

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**(9) Net Assets**

Temporarily restricted net assets consist of the following as of June 30, 2013 and 2012:

	<u>2013</u>	<u>2012</u>
Contributions restricted for departments and divisions	\$ 315,411	334,441
Endowment return restricted for departments, divisions, and student aid	592,065	473,226
Contributions restricted for facilities	61,924	83,661
Split-interest agreements designated for departmental and divisional support	31,832	32,827
Land subject to time and purpose restrictions	74,000	74,000
	<u>\$ 1,075,232</u>	<u>998,155</u>

Permanently restricted net assets consist of donor-restricted endowment funds, perpetual trusts, and contributions receivable, in which income is available for the following purposes as of June 30, 2013 and 2012:

	<u>2013</u>	<u>2012</u>
Departmental and divisional support	\$ 1,269,657	1,180,124
Student aid	291,819	274,899
	<u>\$ 1,561,476</u>	<u>1,455,023</u>

**(10) University Endowment**

The University's endowment consists of approximately 3,400 individual funds established for a variety of purposes and includes both donor-restricted endowment funds and funds designated by the Board of Trustees to function as endowments. Net assets associated with endowment funds are classified and reported based on the existence or absence of donor-imposed restrictions.

The Board of Trustees of the University has interpreted the Maryland enacted version of Uniform Prudent Management of Institutional Funds Act (UPMIFA) as allowing the University to appropriate for expenditure or accumulate so much of an endowment fund as the University determines is prudent for the uses, benefits, purposes, and duration for which the endowment fund is established, subject to the intent of the donor as expressed in the gift instrument.

The Board of Trustees of the University manages and invests the individual endowment funds in the exercise of ordinary business care and prudence under facts and circumstances and considering the purposes, factors, and other requirements of UPMIFA. The University classifies as permanently restricted net assets (a) the original value of gifts donated, which are donated to the permanent endowment, (b) the original value of subsequent gifts to the permanent endowment, and (c) accumulations to the permanent

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endowment, which are not expendable on a current basis in accordance with the directions of the applicable donor gift instrument at the time the accumulation is added to the fund. The remaining portion of the donor-restricted endowment fund that is not classified in permanently restricted net assets is classified as temporarily restricted net assets until those amounts are appropriated for expenditure by the Board of Trustees, or, if in an underwater position (fair value below historical cost), as unrestricted net assets. Subsequent gains that restore the fair value of underwater endowments to the required level will be classified as an increase in unrestricted net assets.

The University has adopted investment policies for its endowment, including board-designated funds, which attempt to provide a predictable stream of funding in support of the operating budget, while seeking to preserve the real value of the endowment assets over time. The University relies on a total return strategy under which investment returns are achieved through both appreciation (realized and unrealized) and yield (interest and dividends). Investments are diversified by asset class, as well as by investment manager and style, with a focus on achieving long-term return objectives within prudent risk constraints.

Subject to the intent of the donor, the Board of Trustees appropriates for expenditure or accumulates funds in the endowments in the exercise of ordinary business care and prudence under the facts and circumstances and considering the purposes, factors, and other requirements of UPMIFA. The annual appropriation is determined in the context of the University's spending rate policy. The current policy, which is based on a long-term investment return assumption as well as an estimated inflation factor, targets the appropriation to be in a range of 4.5% to 5.5% of the prior three years' average value of the endowment.

Endowment net assets consist of the following as of June 30, 2013:

	<u>Unrestricted</u>	<u>Temporarily restricted</u>	<u>Permanently restricted</u>	<u>Total</u>
Donor-restricted endowment funds	\$ (1,946)	592,065	1,402,323	1,992,442
Board-designated endowment funds	926,104	—	—	926,104
	<u>\$ 924,158</u>	<u>592,065</u>	<u>1,402,323</u>	<u>2,918,546</u>

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Endowment net assets consist of the following as of June 30, 2012:

	<u>Unrestricted</u>	<u>Temporarily restricted</u>	<u>Permanently restricted</u>	<u>Total</u>
Donor-restricted endowment funds	\$ (17,774)	480,271	1,274,456	1,736,953
Board-designated endowment funds	856,363	—	—	856,363
	<u>\$ 838,589</u>	<u>480,271</u>	<u>1,274,456</u>	<u>2,593,316</u>

Changes in endowment net assets for the years ended June 30, 2012 and 2013 are as follows:

	<u>Unrestricted</u>	<u>Temporarily restricted</u>	<u>Permanently restricted</u>	<u>Total</u>
Endowment net assets, June 30, 2011	\$ 867,925	524,071	1,206,471	2,598,467
Investment return	5,222	29,755	6,063	41,040
Contributions and designations	18,226	(109)	59,886	78,003
Appropriation for expenditure	(52,784)	(71,410)	—	(124,194)
Appropriation reinvested	—	(2,036)	2,036	—
Endowment net assets, June 30, 2012	838,589	480,271	1,274,456	2,593,316
Investment return	128,144	188,429	24,841	341,414
Contributions and designations	10,172	2,094	100,834	113,100
Appropriation for expenditure	(52,747)	(76,537)	—	(129,284)
Appropriation reinvested	—	(2,192)	2,192	—
Endowment net assets, June 30, 2013	<u>\$ 924,158</u>	<u>592,065</u>	<u>1,402,323</u>	<u>2,918,546</u>

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**(11) Affiliated Institutions**

Reimbursements from affiliated institutions consist of the following for the years ended June 30, 2013 and 2012:

	<u>2013</u>	<u>2012</u>
Johns Hopkins Health System	\$ 26,070	23,042
Johns Hopkins Hospital	248,029	239,502
Johns Hopkins Bayview Medical Center	63,261	59,238
Other Johns Hopkins entities	59,055	47,739
Other affiliated medical institutions	<u>37,902</u>	<u>35,687</u>
	<u>\$ 434,317</u>	<u>405,208</u>

**(a) *The Johns Hopkins Health System (JHHS)***

JHHS is incorporated and governed separately from the University and is the parent entity of an academically based health system, which includes the Hospital, The Johns Hopkins Bayview Medical Center, Howard County General Hospital, Suburban Hospital, Sibley Memorial Hospital, All Children's Hospital, and other related organizations. The University and JHHS have established a Board of Johns Hopkins Medicine (JHM) to direct, integrate, and coordinate the clinical activities of the two organizations. JHM does not have the authority to incur debt or issue guarantees and its annual budgets require the approval of the Boards of Trustees of both the University and JHHS.

In fiscal 2013, the University contributed \$5,000 to JHHS solely to support JHHS construction activities, which are reported as nonoperating activities in the statement of activities.

Reimbursements from JHHS relate primarily to space and purchased services for clinical and nonclinical operations.

**(b) *The Hospital***

The Hospital is a member of JHHS and serves as the primary teaching facility of the University's School of Medicine. Because of the closely related nature of their operations, the University and the Hospital share facilities and provide services to each other to fulfill their purposes more effectively. The sharing of facilities and services is negotiated annually and set forth in a Joint Administrative Agreement (JAA). Costs charged to the Hospital under the JAA, related primarily to the provision of professional medical services from the University, aggregated \$181,011 in fiscal 2013 and \$170,937 in fiscal 2012. Costs charged to the University under the JAA, related primarily to rental of space in Hospital facilities under a renewable one-year lease, aggregated \$43,604 in fiscal 2013 and \$40,998 in fiscal 2012, and are included in operating expenses in the statements of activities.

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**(c) Johns Hopkins Bayview Medical Center (JHBMC)**

JHBMC is a community-based teaching hospital and long-term care facility. The University and JHBMC also share facilities and provide services to each other and negotiate the costs annually under a JAA. Costs charged to JHBMC under the JAA, related primarily to the provision of professional medical services from the University, aggregated \$57,738 in fiscal 2013 and \$54,990 in fiscal 2012.

**(d) The Johns Hopkins Hospital Endowment Fund (JHHEFI)**

In July 2007, the University and JHHEFI entered into an agreement whereby JHHEFI transferred approximately \$381,000 to the University to invest in the University's EIP and have the University manage these assets on JHHEFI's behalf. The funds were invested with other University assets in the University's name and title, and in accordance with the University's EIP investment policies and objectives. JHHEFI receives payouts as determined by their Board of Trustees and may terminate the agreement upon 180 days' written notice with liquidations to be made over a three-year period as specified in the agreement. The assets are included in investments in the balance sheets, and a corresponding liability of \$414,782 and \$382,796 is included in endowment and similar funds held for others as of June 30, 2013 and 2012, respectively.

**(e) Jointly Owned Entities**

As of June 30, 2013 and 2012, the University and JHHS and its affiliates jointly own several entities that are accounted for on the equity method. The University's aggregate investments in and advances to these joint ventures was approximately \$188,268 and \$162,904 as of June 30, 2013 and 2012, respectively. Equity in earnings of affiliates aggregated approximately \$18,320 in fiscal 2013 and \$24,137 in fiscal 2012.

In 2005, one of these entities, JHMI Utilities LLC, was formed to provide utility services for the east Baltimore campus. The University and Hospital, each owning 50% of JHMI Utilities LLC, provide all of its funding, including debt service, through payments for services received. Utility and telecommunications services provided to the University in fiscal 2013 and 2012 were approximately \$36,839 and \$32,819, respectively. In 2013, JHHS and the University began the implementation through JHMI Utilities of an electronic medical record system (EPIC) across Johns Hopkins Medicine, which will provide integrated patient care information. The first phase of the systems implementation will occur at the ambulatory sites of Johns Hopkins Medicine. The cost of implementing the enterprise information technology strategy will be financed through a combination of loans from the University and JHHS. The first phase of the project will cost approximately \$90,000. The University will be providing 30% or \$27,000 of the funding.

Although the University's ownership interest in each of the jointly owned entities is 50%, the University and JHHS have entered into separate agreements whereby certain activities or lines of business within these entities are not shared equally.

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The following table summarizes the aggregate condensed financial information of the jointly owned entities and the University's proportionate share of the entities as of and for the years ended June 30, 2013 and 2012, respectively:

	2013		2012	
	Total	University interest	Total	University interest
Assets	\$ 767,542	341,258	678,816	302,755
Liabilities	571,312	259,227	499,878	224,074
Operating revenues	1,694,688	670,840	1,592,154	636,573
Operating expenses	1,617,404	652,520	1,504,081	612,671

**(12) Pension and Postretirement Benefit Plans**

The University has several pension plans that are available to substantially all full-time employees. Most of these plans are defined contribution plans for which the University's policy is to fund pension costs as accrued. The University also has a defined benefit pension plan covering bargaining unit employees and those classified as support staff. Pension expense was \$205,443 in fiscal 2013 and \$184,167 in fiscal 2012, including \$165,311 and \$159,116, respectively, related to defined contribution plans. Of the total pension expense, APL's defined contribution plan accounted for \$54,076 in fiscal 2013 and \$53,599 in fiscal 2012.

Effective July 1, 2011, the University closed the support staff pension plan to new participants other than bargaining unit employees. In addition, the University offered a choice to current participants between the current support staff pension plan and the new Johns Hopkins 403b plan. The University has retiree benefits plans that provide postretirement medical benefits to employees, including those at APL, who meet specified minimum age and service requirements at the time they retire. The University pays a portion of the cost of participants' medical insurance coverage. The University's portion of the cost for an individual participant depends on various factors, including the age, years of service, and time of retirement or retirement eligibility of the participant. The University has established a trust fund for its retiree benefits plans and intends to make contributions to the fund approximately equal to the annual net postretirement benefit cost.

Effective October 1, 2011, APL made certain changes to the postretirement medical benefits. APL placed a cap on premiums paid beginning in 2017 on active staff retiring after December 31, 2012. APL also will provide no contributions to premiums for staff hired after December 31, 2011.

The actuarial gain in 2013 is primarily related to the 50-basis point increase in the discount rate and other assumption changes, including future salary increases and estimated healthcare costs. The actuarial loss in 2012 is primarily related to the 150-basis point reductions in the discount rate.

In 2010, the Patient Protection and Affordable Care Act and the Health Care and Education Reconciliation Act (collectively, the Health Care Acts) were signed into law. The Health Care Acts include several provisions that may affect the University's postretirement benefit plans, and have been considered in the measurement of the postretirement benefit obligation.

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The University uses a June 30 measurement date for its defined benefit pension plan and retiree benefit plans. Information relating to the benefit obligation, assets, and funded status of the defined benefit pension plan and the postretirement benefit plans as of and for the years ended June 30, 2013 and 2012 is summarized as follows:

	Pension plan		Postretirement plans	
	2013	2012	2013	2012
Change in benefit obligation:				
Benefit obligation at beginning of year	\$ 589,267	430,241	270,010	256,188
Service cost	22,341	17,106	10,226	8,560
Interest cost	23,922	23,864	10,009	11,577
Plan amendments	—	—	—	(38,282)
Participant contributions	—	—	8,039	6,630
Actuarial (gain) loss	(65,089)	131,338	(44,989)	41,742
Benefits paid	(13,481)	(13,282)	(18,422)	(18,198)
Medicare subsidies received	—	—	1,649	1,793
Benefit obligation at end of year	556,960	589,267	236,522	270,010
Change in plan assets:				
Fair value of plan assets at beginning of year	\$ 328,446	318,843	204,584	205,372
Actual return on plan assets	40,631	(1,099)	28,622	(2,930)
University contributions	40,132	23,984	10,329	11,916
Participant contributions	—	—	8,039	6,630
Benefits paid	(13,481)	(13,282)	(18,422)	(18,198)
Medicare subsidies received	—	—	1,647	1,794
Fair value of plan assets at end of year	395,728	328,446	234,799	204,584
Funded status recognized as other long-term liabilities	\$ (161,232)	(260,821)	(1,723)	(65,426)
Cumulative amounts recognized in unrestricted net assets:				
Net loss	\$ (151,504)	(251,260)	(32,408)	(94,717)
Prior service cost	1,575	1,742	22,774	24,510
Transition obligation	—	—	—	(1,507)
Amount not yet recognized as pension or postretirement benefit cost (within operating expense)	\$ (149,929)	(249,518)	(9,634)	(71,714)

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The accumulated benefit obligation for the pension plan was \$534,166 as of June 30, 2013 and \$541,452 as of June 30, 2012.

The table below reflects the changes in plan assets and benefits obligations recognized as nonoperating items for the years ended June 30, 2013 and 2012:

	<u>Pension plan</u>		<u>Postretirement plans</u>	
	<u>2013</u>	<u>2012</u>	<u>2013</u>	<u>2012</u>
Net (gain) loss for the year	\$ (82,817)	155,049	(58,962)	59,871
Prior service cost	—	—	—	(38,282)
Amortization of net transition obligation	—	—	(1,508)	(1,506)
Amortization of prior service cost	167	167	1,736	1,736
Amortization of net loss	<u>(16,939)</u>	<u>(5,364)</u>	<u>(3,347)</u>	<u>(1,096)</u>
Net (gain) loss recognized in nonoperating activities	<u>\$ (99,589)</u>	<u>149,852</u>	<u>(62,081)</u>	<u>20,723</u>

The table below reflects the amortization of amounts expected to be recognized as components of net periodic benefit expense in operating expense during 2014:

	<u>Pension plan</u>	<u>Postretirement plans</u>
Net loss	\$ (10,158)	(1,222)
Prior service cost	167	1,736
	<u>\$ (9,991)</u>	<u>514</u>

The net pension cost reported in operating expenses includes the following components for the years ended June 30, 2013 and 2012:

	<u>2013</u>	<u>2012</u>
Service cost	\$ 22,341	17,106
Interest cost on accumulated benefit obligation	23,922	23,864
Amortization of prior service cost	(167)	(167)
Expected return on plan assets	(22,903)	(22,612)
Amortization of net loss	<u>16,939</u>	<u>5,364</u>
	<u>\$ 40,132</u>	<u>23,555</u>

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The postretirement benefit cost reported in operating expenses includes the following components for the years ended June 30, 2013 and 2012:

	<u>2013</u>	<u>2012</u>
Service cost	\$ 10,226	8,560
Interest cost on accumulated benefit obligation	10,009	11,577
Expected return on plan assets	(14,649)	(15,200)
Amortization of transition obligation	1,508	1,506
Amortization of prior service cost	(1,736)	(1,736)
Amortization of actuarial loss	3,347	1,096
	<u>\$ 8,705</u>	<u>5,803</u>

The weighted average assumptions used to determine benefit obligations and net periodic benefit costs are as follows:

	<u>Pension plan</u>		<u>Postretirement plans</u>	
	<u>2013</u>	<u>2012</u>	<u>2013</u>	<u>2012</u>
Weighted average assumptions used to determine benefit obligations at June 30:				
Discount rate	4.60%	4.10%	4.60%	4.10%
Average rate of compensation increase	2.90%	4.50	N/A	N/A
Rate of increase in healthcare costs for next year	N/A	N/A	7.30	7.40
Weighted average assumptions used to determine net periodic benefit cost:				
Discount rate	4.10	5.60	4.10	5.60
Expected rate of return on plan assets	6.75	7.00	6.50	6.50
Rate of compensation increase	4.50	4.50	N/A	N/A
Rate of increase in healthcare costs	N/A	N/A	7.40	7.50

The expected long-term rate of return for the assets of the plans is based on historical and expected long-term future asset class returns. The rate is reviewed annually and adjusted as appropriate to reflect changes in projected market performance or in the targeted asset allocations.

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The rate of increase in healthcare costs was assumed to decrease to 4.5% in 2028 and to remain at that level thereafter. Assumed healthcare cost trend rates have a significant effect on the reported postretirement benefit cost and obligation. A one-percentage-point change in the assumed rates used at June 30, 2013 would have the following effects:

	<b>Increase</b>	<b>Decrease</b>
Total service and interest cost components	\$ 716	(634)
Postretirement benefit obligation	9,374	(8,294)

**(a) Plans' Assets**

The purpose of the pension and postretirement plans is to meet the retirement benefit obligations of eligible University employees. The plans' assets are invested with the objective of meeting these obligations under the rules stipulated by the Employee Retirement Income Security Act (ERISA).

An asset allocation has been established, which endeavors to adequately cover the liability stream posed by the beneficiaries of the plans and minimize the frequency and amount of the plans' contributions by the University. The intended benefits of this diversification are reduced risk and improved investment returns.

The University's target asset and actual asset allocations by category as of June 30, 2013 and 2012 are as follows:

	Pension plan			Postretirement plans		
	Target allocation	Actual allocation		Target allocation	Actual allocation	
		2013	2012		2013	2012
Cash and cash equivalents	—%	—%	1%	—%	—%	1%
U.S. government obligations	5	—	—	—	—	—
Debt securities	25	21	24	35	26	27
United States and international equities	50	65	64	65	66	64
Real estate	15	3	4	—	—	—
Marketable alternatives	5	11	7	—	8	8
	100%	100%	100%	100%	100%	100%

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**(b) Pension plan**

The following tables present the fair value and categorization within the fair value hierarchy of the assets of the defined benefit pension plan at June 30, 2013 and 2012:

		<b>2013</b>			
		<b>Total</b>	<b>Level 1</b>	<b>Level 2</b>	<b>Level 3</b>
Cash and cash equivalents	\$	55	55	—	—
Debt securities		81,068	—	81,068	—
United States equities		107,701	92,089	15,612	—
International equities		148,831	23,154	125,677	—
Real estate		12,699	—	12,699	—
Marketable alternatives		45,374	—	—	45,374
Total	\$	395,728	115,298	235,056	45,374

		<b>2012</b>			
		<b>Total</b>	<b>Level 1</b>	<b>Level 2</b>	<b>Level 3</b>
Cash and cash equivalents	\$	3,806	3,806	—	—
Debt securities		79,717	—	79,717	—
United States equities		83,088	52,395	30,693	—
International equities		126,012	40,070	85,942	—
Real estate		11,568	—	11,568	—
Marketable alternatives		24,255	—	6,253	18,002
Total	\$	328,446	96,271	214,173	18,002

Defined benefit plan investments that are determined using NAV per share as a practical expedient for estimated fair value aggregated \$280,430 and \$232,175 as of June 30, 2013 and 2012, respectively. These investments are classified in the fair value hierarchy as Level 2 or 3 in a manner consistent with the methodology described in note 1(g). The Plan has no unfunded commitments to fund managers as of June 30, 2013.

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The following table presents the activity for the University's pension plan Level 3 investments for the years ended June 30, 2013 and 2012:

		<u>Marketable alternatives</u>
Balance as of June 30, 2011	\$	12,639
Net realized and unrealized gains		363
Purchases/calls		<u>5,000</u>
Balance as of June 30, 2012		18,002
Transfers from Level 2		6,253
Net realized and unrealized gains		4,504
Purchases/calls/sales		<u>16,615</u>
Balance as of June 30, 2013	\$	<u><u>45,374</u></u>

(c) *Postretirement plans*

The following tables present the fair value and categorization within the fair value hierarchy of the assets of the postretirement plans at June 30, 2013 and 2012:

		<b>2013</b>			
		<u>Total</u>	<u>Level 1</u>	<u>Level 2</u>	<u>Level 3</u>
Cash and cash equivalents	\$	3,601	3,601	—	—
Debt securities		62,184	3,523	58,661	—
United States equities		68,942	67,103	1,839	—
International equities		82,121	6,770	75,351	—
Marketable alternatives		<u>17,951</u>	<u>—</u>	<u>—</u>	<u>17,951</u>
Total	\$	<u><u>234,799</u></u>	<u><u>80,997</u></u>	<u><u>135,851</u></u>	<u><u>17,951</u></u>

		<b>2012</b>			
		<u>Total</u>	<u>Level 1</u>	<u>Level 2</u>	<u>Level 3</u>
Cash and cash equivalents	\$	2,601	2,601	—	—
Debt securities		55,046	—	55,046	—
United States equities		61,053	49,004	12,049	—
International equities		70,190	6,669	63,521	—
Marketable alternatives		<u>15,694</u>	<u>—</u>	<u>—</u>	<u>15,694</u>
Total	\$	<u><u>204,584</u></u>	<u><u>58,274</u></u>	<u><u>130,616</u></u>	<u><u>15,694</u></u>

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Postretirement plans' investments that are determined using NAV per share as a practical expedient for estimated fair value aggregated \$153,801 and \$146,310 as of June 30, 2013 and 2012, respectively. These investments are classified in the fair value hierarchy as Level 2 or 3 in a manner consistent with the methodology described in note 1(g). The Plans have no unfunded commitments to fund managers as of June 30, 2013.

		<u>Marketable alternatives</u>
Balance as of June 30, 2011	\$	—
Net realized and unrealized gains		694
Purchases/calls		<u>15,000</u>
Balance as of June 30, 2012		15,694
Net realized and unrealized gains		3,307
Sales/settlements		<u>(1,050)</u>
Balance as of June 30, 2013	\$	<u><u>17,951</u></u>

**(d) Cash Flows**

The University expects to contribute \$4,989 to its postretirement benefit plans in 2014 and \$25,175 to the pension plan in 2014.

The benefits expected to be paid and Medicare subsidies to be received in the five years subsequent to June 30, 2013 and in aggregate for the five years thereafter are as follows:

		<u>Pension plan</u>	<u>Postretirement plans</u>	<u>Medicare subsidies</u>
2014	\$	17,694	12,648	2,711
2015		19,342	13,382	3,032
2016		20,573	14,155	3,364
2017		22,126	15,080	3,745
2018		23,779	16,118	3,052
2019 – 2023		144,216	94,689	13,496

**THE JOHNS HOPKINS UNIVERSITY**  
Notes to Consolidated Financial Statements  
June 30, 2013 and 2012  
(Dollars in thousands)

**(13) Functional Expense Information**

Operating expenses by function are summarized as follows for the years ended June 30, 2013 and 2012:

	<u>2013</u>	<u>2012</u>
Instruction, research, and clinical practice:		
Academic and support divisions	\$ 2,946,746	2,773,587
APL contracts	1,082,668	1,046,062
Student services	94,903	88,795
Libraries	43,739	40,805
General services and administration	426,333	396,911
Auxiliary enterprises	104,192	99,486
	<u>\$ 4,698,581</u>	<u>4,445,646</u>

Costs related to the operation and maintenance of property, including depreciation of property and equipment and interest on related debt, are allocated to program and supporting activities based upon periodic inventories of facilities.

**(14) Lease Commitments**

The University leases certain facilities from the Hospital under a renewable one-year lease, which provides for a rent equal to the cost to the Hospital of providing and maintaining the facilities. This lease has been renewed for the year ended June 30, 2014.

The University leases other facilities used in its academic and research operations under long-term operating leases expiring at various dates to 2032, subject to renewal options in certain cases. Certain of these facilities are leased from affiliated entities.

The aggregate annual minimum guaranteed rents to be paid to the expiration of the initial terms of these leases, excluding the rentals to the Hospital under the JAA, are as follows as of June 30, 2013:

	<u>Affiliates</u>	<u>Others</u>	<u>Total</u>
2014	\$ 10,568	26,799	37,367
2015	10,522	24,307	34,829
2016	9,187	21,266	30,453
2017	7,182	16,457	23,639
2018	6,678	13,248	19,926
After 2018	28,460	34,307	62,767
	<u>\$ 72,597</u>	<u>136,384</u>	<u>208,981</u>

Rental expense for the long-term operating leases was \$40,844 in fiscal year 2013 and \$44,174 in fiscal year 2012.

**THE JOHNS HOPKINS UNIVERSITY**

Notes to Consolidated Financial Statements

June 30, 2013 and 2012

(Dollars in thousands)

The University also leases building and leasehold improvements and certain equipment under capital leases. The following is a summary of minimum lease payments for these leases as of June 30, 2013:

2014	\$	5,942
2015		6,114
2016		6,291
2017		6,474
2018		6,662
After 2018		<u>56,548</u>
Minimum lease payments		88,031
Less imputed interest (at rates from 4.51% to 8.41%)		<u>36,224</u>
Present value of minimum lease payments	\$	<u><u>51,807</u></u>

As of June 30, 2013, the gross amount of assets and accumulated depreciation thereon accounted for as capital leases amounted to \$60,720 and \$21,778, respectively.

**(15) Other Commitments and Contingencies**

**(a) Commitments and Guarantees**

The University has the following additional commitments and guarantees relating to affiliated organizations:

- The University has guaranteed payment of principal and interest on the Series 2005B Bonds issued by MHHEFA for JHMI Utilities LLC. JHMI Utilities LLC is equally owned by the Hospital and the University. The proceeds of the 2005B Bonds (\$24,300) and the Hospital guaranteed 2005A Bonds (\$24,545) financed the construction, renovation, and equipping of a central power plant serving primarily the facilities of the Hospital and University in East Baltimore. The University's guarantee continues until maturity of the bonds in 2035.
- The University and the Hospital have also provided guarantees of principal and interest payments related to loans granted to JHMI Utilities LLC under the MHHEFA Pooled Loan Program. These loans were primarily used to provide additional financing for the central power plant project. As of June 30, 2013, the University's guarantee amounted to \$21,072 and the Hospital's guarantee amounted to \$14,858. The University's guarantees continue until maturity of the loans in 2017.
- The University, through a participation agreement with an unrelated third party, has guaranteed payment of certain financing of East Baltimore Development, Inc. up to \$3,750. This guarantee continues until maturity of the loan in October 2014.

**THE JOHNS HOPKINS UNIVERSITY**

Notes to Consolidated Financial Statements

June 30, 2013 and 2012

(Dollars in thousands)

**(b) *Legal and Regulatory***

The University is subject to various claims, litigation, tax, and other assessments in connection with its domestic and foreign operations. In the opinion of management, adequate provision has been made for possible losses on these matters, where material, including insurance for malpractice and general liability claims, and their ultimate resolution will not have a significant effect on the financial position of the University.

Amounts received and expended by the University under various federal and state programs are subject to audit by governmental agencies. In the opinion of management, audit adjustments, if any, will not have a material adverse effect on the financial position of the University.

***Specific Matters***

A physician formerly employed by The Johns Hopkins Health System Corporation (“JHHS”) and leased to Johns Hopkins Community Health Physicians, Inc., (“JHCP”) to provide obstetrical and gynecological services, illegally and without the knowledge of JHHS or its affiliates, photographed his patients and possibly others with what JHHS understands to be his personal photographic and video equipment. He then stored those images electronically. This activity occurred for an as yet unknown period of time.

Several lawsuits have been filed naming as defendants JHHS, JHCP and The John Hopkins Hospital, asserting claims arising out of, based upon, related to, or involving injuries and damages claimed as a result of the former employee photographing or videotaping activities or boundary violations while he was an actual or apparent agent, servant, or employee of JHCP or other Johns Hopkins entities. The University has not been named in any of these lawsuits.

The University, in conjunction with JHHS, its affiliates, and other related institutions, maintains both primary and excess medical malpractice insurance coverage through a captive insurer with commercial excess reinsurance policies providing additional protection. The exact amount of insurance coverage potentially available cannot be determined until the scope of claims from all claimants is known for the 2013 policy year.

On September 20, 2013, JHHS counsel was contacted by counsel for prospective plaintiffs asserting claims against JHHS, the Hospital, the Johns Hopkins Bloomberg School of Public Health, the University, and another third party institution, arising from human experiments conducted in Guatemala between 1945 and 1955 (the “Experiments”). The plaintiffs’ counsel provided JHHS counsel a draft complaint and indicated his intention to file the case in the Circuit Court for Baltimore County. The draft complaint alleges that physicians and scientists employed by defendants “approved, encouraged, and directed nonconsensual and nontherapeutic human experiments in Guatemala” in which research subjects were intentionally exposed to and infected with diseases without informed consent, and that the individuals were not told about the consequences of the

**THE JOHNS HOPKINS UNIVERSITY**

Notes to Consolidated Financial Statements

June 30, 2013 and 2012

(Dollars in thousands)

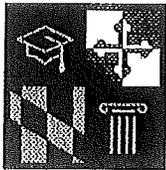
experiments or given follow-up care, treatment, or education. The draft complaint asserts claims of lack of consent/lack of informed consent, negligence, battery, fraud or deceit by misrepresentation, fraudulent concealment, and intentional infliction of emotional distress, and seeks actual and punitive damages. On September 30, 2013, the parties executed a tolling agreement extending to January 2014. The University disputes both the factual allegations and legal claims in the draft complaint.

**(16) Subsequent Events**

The University evaluated subsequent events through October 18, 2013, which is the date the financial statements were issued.

On October 11, 2013 and October 15, 2013, the University issued taxable commercial paper in the amount of \$76,000 and \$49,000, respectively. The weighted average rate on the taxable commercial paper is 0.30%.

There were no other matters that required adjustment to or disclosure in the financial statements.



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Governor

Anthony G. Brown  
Lt. Governor

Kevin M. O'Keefe  
Chairperson

## MARYLAND HIGHER EDUCATION COMMISSION

### RESOLUTION informing the United States Department of Education regarding the authority of private, nonprofit colleges and universities to operate in Maryland

WHEREAS, On October 29, 2010, the United States Department of Education issued Final Regulations on Program Integrity Issues (75 FR 66831 – 66975) including regulations at 34 CFR §600.9 that require an educational institution to be “established by name as an educational institution by a State through a charter, statute, constitutional provision, or other action by an appropriate State agency or State entity...” and be “authorized to operate educational programs beyond secondary education, including programs leading to a degree or certificate;” and

WHEREAS, The Maryland Higher Education Commission (“Commission”) was created by the General Assembly of Maryland in 1988 and has authority under Education Article, §§11-105 and 11-202, Annotated Code of Maryland, to coordinate the overall growth and development of postsecondary education in the State, and to issue certificates of approval to institutions of higher education to operate in the State; and

WHEREAS, Under Education Article, §§11-201 and 11-202, Annotated Code of Maryland, the Commission may issue a certificate of approval to a private nonprofit institution, including a religious degree-granting institution, if it meets certain minimum requirements established by the Commission for issuing certificates, diplomas, and degrees; and

WHEREAS, Prior to the establishment of the Commission (and its predecessor entities), the General Assembly of Maryland authorized institutions of higher education to operate in Maryland under a charter granted by the General Assembly and those chartered institutions continue to operate without the necessity of a certificate of approval from the Commission; and

WHEREAS, The Commission has authority under Education Article, §11-107, Annotated Code of Maryland, to seek an injunction against an institution of higher education operating in Maryland without authorization; and

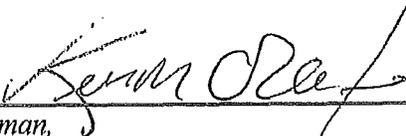
WHEREAS, The minimum requirements set forth in regulations adopted by the Commission and published in the Code of Maryland Regulations, Title 13B, Subtitle 02, Chapter 02, require institutions of higher education to adopt student rights, responsibilities, and grievance procedures; and

WHEREAS, The Maryland private nonprofit colleges and universities named below have been in operation for at least 30 years (some more than 225 years); now, therefore, be it

RESOLVED, That the Maryland Higher Education Commission respectfully informs the United States Department of Education that the private nonprofit colleges and universities named below are authorized to operate as institutions of higher education in Maryland, offering educational programs beyond secondary education, including programs leading to a degree or certificate:

- Baltimore International College;
- Capitol College;
- Goucher College;
- Hood College;
- Johns Hopkins University;
- Loyola University Maryland;
- Maryland Institute College of Art;
- McDaniel College;
- Mount St. Mary's University;
- Ner Israel Rabbinical College;
- Notre Dame of Maryland University
- St. John's College;
- St. Mary's Seminary & University;
- Sojourner-Douglass College;
- Stevenson University;
- Washington Adventist University; and
- Washington College.

*Given under the Seal of the State of Maryland by  
the Maryland Higher Education Commission on this  
twenty-sixth day of January, 2011.*

  
\_\_\_\_\_  
Chairman,  
Maryland Higher Education Commission



**MIDDLE STATES COMMISSION ON HIGHER EDUCATION**

3624 Market Street, Philadelphia, PA 19104-2680. Tel: 267-284-5000. Fax: 215-662-5501  
www.msche.org

**STATEMENT OF ACCREDITATION STATUS**

**JOHNS HOPKINS UNIVERSITY**  
3400 North Charles Street  
265 Garland  
Baltimore, MD 21218  
Phone: (410) 516-8000; Fax: (410) 516-8035  
www.jhu.edu

**Chief Executive Officer:** Mr. Ronald J. Daniels, President

**INSTITUTIONAL INFORMATION**

**Enrollment (Headcount):** 6153 Undergraduate; 15114 Graduate  
**Control:** Private (Non-Profit)  
**Affiliation:** n/a  
**Carnegie Classification:** Research - Very High Research Activity  
**Degrees Offered:** Postsecondary Certificate ( $\geq 2$  years,  $< 4$  years), Bachelor's, Postbaccalaureate Certificate, Master's, Post-Master's Certificate, Doctor's - Professional Practice, Doctor's - Research/Scholarship;

**Distance Education Programs:** Yes

**Accreditors Approved by U.S. Secretary of Education:** Commission on Accreditation of Healthcare Management Education; Commission on Collegiate Nursing Education; Council on Education for Public Health; Liaison Committee on Medical Education; National Association of Schools of Music, Commission on Accreditation; National Council for Accreditation of Teacher Education; National League for Nursing Accrediting Commission

**Other Accreditors:** Accreditation Council for Graduate Medical Education; American Board of Genetic Counseling; the Accreditation Board for Engineering and Technology

**Instructional Locations**

**Single Institution at Multiple Sites:** (See Attached Sheet for Addresses)

**Branch Campuses:** None

**Additional Locations:** 1625 Massachusetts Avenue, Washington, DC; 1717 Massachusetts Avenue, Washington, DC; Applied Physics Laboratory, Laurel, MD; Ball Aerospace & Technologies, Boulder, CO; Bologna, Bologna, Italy; Columbia Center, Columbia, MD; Dorsey Center, Elkridge, MD; Etz Chaim Owings Mills Center, Owings Mills, MD; Higher Education and Applied Technology Center (HEAT), Aberdeen, MD; Hopkins-Nanjing Center, Nanjing, China, Nanjing University, China; Indian Institute of Health Management Research, Jaipur, India (ANYA); ITU, Vienna, VA; M.C. Dean, Inc., Dulles, VA; Mitre

Corporation, McLean, VA; Montgomery County Center, Rockville, MD; Naval Sea Systems Command (NAVSEA), Century City II, Crystal City, VA; Northrop Grumman Corp., Linthicum, MD; Northrop Grumman Corp., Rolling Meadows, IL; Northrop Grumman Corporation, Azusa, CA; Northrop Grumman Corporation, Woodland Hills, CA; Raytheon Integrated Defense System, Tewksbury, MA; Raytheon Missile Systems, Tucson, AZ; Raytheon Space and Airborne Systems, El Segundo, CA; Raytheon Space and Airborne Systems, Dallas, TX; Raytheon Space and Airborne Systems, Goleta, CA (ANYA); Raytheon Space and Airborne Systems, Salt Lake City, UT (ANYA); Southern Maryland Higher Education Ctr, California, MD; United States Secret Service/ James J. Rowley Training Center, Laurel,, MD.

**Other Instructional Sites:** EDC, Taipei, Taiwan; EDC, Honolulu, HI; EDC, Kowloon, Hong Kong; HAAD, Abu Dhabi, United Arab Emirates; IDEC, Barcelona, Spain; Loch Raven Academy, Baltimore, MD; Lockheed Martin Corporation, Middle River, MD; Lockheed Martin/Integrated Systems Solutions, Gaithersburg, MD; Lockheed Martin/Transportation & Security Systems, Rockville, MD; The Hawaii International Conference at East-West Center, Honolulu, HI; Timonium Center, Timonium, MD; Yong Siew Toh Conservatory of Music National University of Singapore, Singapore, Singapore.

## **ACCREDITATION INFORMATION**

**Status:** Member since 1921

**Last Reaffirmed:** November 19, 2009

### **Most Recent Commission Action:**

- October 28, 2013: To acknowledge receipt of the substantive change request. To include the additional locations at (1) Raytheon Space and Airborne Systems, 6380 Hollister Avenue, Goleta, CA 93117-3114 and (2) Raytheon Space and Airborne Systems, 1128 W. 2400 Street, Salt Lake City, UT 84119 within the scope of the institution's accreditation. The Commission requires written notification within thirty days of the commencement of operations at these additional locations. In the event that operations at the additional locations do not commence within one calendar year from the approval of this action, approval will lapse.
- October 28, 2013: To acknowledge receipt of the substantive change request. To note that the institution has closed its additional locations at (1) MITRE, 1155 Academic Park Loop, Colorado Springs, CO 80910; and (2) Northrop Grumman Corp., 10 Norden Place #A, Norwalk, CT 06855. To also note that the institution never opened the additional location at Ner Rabbinical College, 3209 Fallstaf Road, Baltimore, MD 21215. To remove these additional locations from the institution's accreditation. The next evaluation visit is scheduled for 2013-2014.

### **Brief History Since Last Comprehensive Evaluation:**

- November 19, 2009: To accept the Periodic Review Report, to reaffirm accreditation, and to commend the institution for the quality of the report and the periodic review process. The next evaluation visit is scheduled for 2013-2014.
- January 4, 2010: To acknowledge receipt of the substantive change request and to include the following additional locations within the scope of the institution's accreditation: (1) Howard County Board of Education Building, 10910 Route 108, Ellicott City, MD 21042; (2) Talbot County Board of Education Building, 12 Magnolia Street, Easton, MD 21601; (3) Thomas S. Wootton High School, 2100 Wootton Parkway, Rockville, MD 20850;

(4) River Hill High School, 12101 Route 108, Clarksville, MD 21029; (5) Mount Royal Elementary/ Middle School, 121 McMechen Street, Baltimore, MD 21217; (6) Rognel Heights Elementary/ Middle School, 4300 Sidehill Road, Baltimore, MD 21229; (7) Ner Israel Rabbinical College, 3209 Fallstaff Road, Baltimore, MD 21215; (8) United States Secret Service/ James J. Rowley Training Center, 9200 Powder Mill Road, Laurel, MD 20708; (9) Sussex Elementary School, 515 South Woodward Drive, Baltimore, MD 21221; (10) Greenbelt Elementary School, 66 Ridge Road, Greenbelt, MD 20770; (11) Heather Hills Elementary School, 12605 Henning Lane, Bowie, MD 20716; and (12) Southgate Elementary School, 290 Shetlands Lane, Glen Burnie, MD 21061. The next evaluation visit is scheduled for 2013-2014.

March 3, 2010: To acknowledge receipt of the substantive change request and to include the following additional locations within the scope of the institution's accreditation: (1) Raytheon Missile Systems, Building M-10, 3360 E. Hemisphere Loop, Tucson, AZ 85706; and (2) Raytheon Space and Airborne Systems, 2000 E. El Segundo Blvd., El Segundo, CA 90245. The Commission requires written notification within thirty days of the commencement of operations at these additional locations. In the event that operations at these additional locations do not commence within one calendar year from the approval of this action, approval will lapse. The next evaluation visit is scheduled for 2013-2014.

June 29, 2010: To acknowledge receipt of the substantive change request and to include the following additional locations within the scope of the institution's accreditation: (1) Walter Johnson High School, 6400 Rock Spring Drive, Bethesda, MD 20814; (2) Center for Technology Innovations, 4 Choke Cherry Road, Rockville, MD 20850; (3) Kennedy Krieger Institute, 3825 Greenspring Avenue, Baltimore, MD 21211; (4) Maryland Correctional Institution for Women, 7943 Brockbridge Road, Jessup, MD 20794; and (5) Carey Business School, 100 International Drive, Baltimore, MD 21202. To accept the institution's decision to close the additional location at Carey Business School, 10 N. Charles St., Baltimore, MD 21201 and to remove the additional location from the scope of the institution's accreditation. The next evaluation visit is scheduled for 2013-2014.

November 2, 2010: To acknowledge receipt of the substantive change request and to include the following additional locations within the scope of the institution's accreditation: (1) Meade Heights Elementary School, 1300 Reece Road, Ft. Meade, MD 20755; (2) Colonel Zadok Magruder High School, 5939 Muncaster Mill Road, Rockville, MD 20855; (3) Rockville High School, 2100 Baltimore Road, Rockville, MD 20851; and (4) Kenmoor Middle School, 2500 Kenmoor Drive, Landover, MD 20785. The next evaluation visit is scheduled for 2013-2014.

March 3, 2011: To acknowledge receipt of the substantive change request and to include the additional location at University of Bahrain, P.O. Box 32038, Sakhir, Bahrain within the scope of the institution's accreditation. The Commission requires written notification within thirty days of the commencement of operations at the additional location. In the event that operations at this additional location do not commence within one calendar year from the approval of this action, approval will lapse. The next evaluation visit is scheduled for 2013-2014.

May 5, 2011: To acknowledge receipt of the substantive change request and to include the following additional locations within the scope of the institution's accreditation: (1) Northrop Grumman Corp., 1580-A West Nursery Road, Linthicum, MD 21090-2202; (2)

Northrop Grumman Corp., 600 Hicks Rd, Rolling Meadows, IL 60008-1015; and (3) Northrop Grumman Corp., 10 Norden Place #A, Norwalk, CT 06855-1495. The Commission requires written notification within thirty days of the commencement of operations at these additional locations. In the event that operations at these additional locations do not commence within one calendar year from the approval of this action, approval will lapse. The next evaluation visit is scheduled for 2013-2014.

June 28, 2011:

To acknowledge receipt of the substantive change request and to include the additional location at Etz Chaim Owings Mills Center, 7920 McDonogh Road, Suite 203, Owings Mills, MD 21117 within the scope of the institution's accreditation. To note the institution's decision to close the additional locations at Booz Allen Hamilton, 13200 Woodland Park Road, Herndon, VA 20171 and Booz Allen Hamilton, 8283 Greensboro Drive, McLean, VA 22102 and to remove the locations from the scope of the institution's accreditation. The next evaluation visit is scheduled for 2013-2014.

August 30, 2011:

To acknowledge receipt of the substantive change request, to note the institution's decision to close the following additional locations and remove the locations from the scope of the institution's accreditation: (1) Board of Education, 125 N. Court Street, Westminster, MD 21157; (2) Carver Center, 2571 Carver Road, Gambrills, MD 21054-1716; (3) Centennial High School 4300 Centennial Lane, Ellicott City, MD 21042; (4) Cockran Middle School, 7600 Quarterfield Road, Glen Burnie, MD 21061; (5) Col. Zadok Magruder High School, 5939 Muncaster Mill Road, Rockville, MD 20855; (6) Crossroads Center, 11650 Crossroads Circle, White Marsh, MD 21220; (7) Earle B. Wood Middle School, 14615 Bauer Drive, Rockville, MD 20853; (8) Einstein High School, 11135 Newport Mill Road, Kensington, MD 21044; (9) Faulkner Ridge Center, 10598 Marble Faun Court, Columbia, MD 21044; (10) George Fox Middle School, 7922 Outing Avenue, Pasadena, MD 21122; (11) Greenbelt Elementary School, 66 Ridge Road, Greenbelt, MD 20770; (12) Heather Hills Elementary School, 12605 Henning Lane, Bowie, MD 20717; (13) Howard County Board of Education Building, 10910 Route 108, Ellicott City, MD 21042 (14) Kenmoor Middle School, 2500 Kenmoor Drive, Landover, MD 20785; (15) Kennedy Krieger Institute, 3825 Greenspring Avenue, Baltimore, MD 21211; (16) Meade Heights Elementary School, 1300 Reece Road, Ft. Meade, MD 20755; (17) Mount Royal Elementary/Middle School, 121 McMechen Street, Baltimore, MD 21217; (18) River Hill High School, 12108 Rt. 108, Clarksville, MD 21029; (19) Rockville High School, 2100 Baltimore Road, Rockville, MD 20851; (20) Rognel Heights Elementary/Middle School, 4300 Sidehill Road, Baltimore, MD 21229; (21) School for the Arts in Learning, 1100 16th Street, NW, Washington, DC 20036; (22) Shipley's Choice Elementary School, 310 Governor Stone Parkway, Millersville, MD 21108; (23) Southgate Elementary School, 290 Shetlands Lane, Glen Burnie, MD 21061; (24) Sussex Elementary School, 515 South Woodward Drive, Baltimore, MD 21221; (25) Talbot County Board of Education Building, 12 Magnolia Street, Easton, MD 21601; (26) Thomas S. Wootton High School, 2100 Wootton Parkway, Rockville, MD 20850; (27) Tildon Middle School, 11211 Old Georgetown Road, Rockville, MD 20852; (28) Upcounty Regional Services Center, 12900 Middlebrook Road, Germantown, MD 20874; (29) Walker Mill Middle School, 800 Karen Boulevard, Capitol Heights, MD 20743; and (30) Winters Mill High School, 560 Gorsuch Road, Westminster, MD 21286. The next evaluation visit is scheduled for 2013-2014.

November 1, 2011:

To acknowledge receipt of the substantive change request and to include the following additional locations within the scope of the institution's accreditation: (1) National

Academic Foundation Middle School, 500 N. Caroline Street, Baltimore, MD 21205; (2) National Academic Foundation High School, 500 N. Caroline Street, Baltimore, MD 21205; (3) Tench Tilghman Elementary/Middle School, 600 N. Patterson Park Avenue, Baltimore, MD 21205; and (4) Patterson Park Charter School, 27 N. Lakewood Avenue, Baltimore, MD 21224. The Commission requires written notification within thirty days of the commencement of operations at the additional locations. In the event that operations do not commence within one calendar year from the approval of this action, approval will lapse. The next evaluation visit is scheduled for 2013-2014.

- May 1, 2012: To acknowledge receipt of the substantive change request and to include the contractual agreement with the Yong Siew Toh Conservatory of Music, 21 Lower Kent Ridge Road, Singapore 119077 within the scope of the institution's accreditation. The next evaluation visit is scheduled for 2013-2014.
- May 17, 2012: To note the institution's decision not to open additional location at University of Bahrain, P.O. Box 32038, Sakhir, Bahrain and to remove the site from the institution's accreditation.
- August 27, 2012: To acknowledge receipt of the substantive change request and to include the additional locations at M.C. Dean, Inc., 22461 Shaw Road, Dulles, VA 20166 and Northrop Grumman Corporation, 1100 West Hollyvale Street, Azusa, CA 91702 within the scope of the institution's accreditation. The Commission requires written notification within thirty days of the commencement of operations at these additional locations. In the event that operations at the additional location do not commence within one calendar year from the approval of this action, approval will lapse. The next evaluation visit is scheduled for 2013-2014.
- October 31, 2012: To acknowledge the substantive change request and to include the contractual agreement with the Indian Institute of Health Management Research and additional location at 1 Probhu Dayal Marg, Sanganer Airport, Jaipur - 30211, India within the scope of the institution's accreditation. The Commission requires written notification within thirty days of the commencement of operations at this additional location. In the event that operations at the additional location do not commence within one calendar year from the approval of this action, approval will lapse. The next evaluation visit is scheduled for 2013-2014.
- November 1, 2012: To recognize the institution's decision not to open the following additional locations: (1) National Academic Foundation Middle School, 500 N. Caroline Street, Baltimore, MD 21205; (2) National Academic Foundation High School, 500 N. Caroline Street, Baltimore, MD 21205; (3) Tench Tilghman Elementary/Middle School, 600 N. Patterson Park Avenue, Baltimore, MD 21205; and (4) Patterson Park Charter School, 27 N. Lakewood Avenue, Baltimore, MD 21224 and to remove locations from the institution's accreditation.
- January 2, 2013: To acknowledge receipt of the substantive change request and to include the following additional locations within the scope of the institution's accreditation: Northrop Grumman Corporation, 21240 Burbank Boulevard, Woodland Hills, CA 91367; and Ball Aerospace & Technologies, 1600 Commerce Street, Boulder, CO 80301. The Commission requests written notification within thirty days of the commencement of operations at these additional locations. In the event that operations at the additional locations do not commence within one calendar year from the approval of this action, approval will lapse.

- January 2, 2013: To acknowledge receipt of the substantive change request and to include the contractual agreements with Teach for America and Laureate Education, Inc. within the scope of the institution's accreditation. The next evaluation visit is scheduled for 2013-2014.
- July 1, 2013: To acknowledge receipt of the substantive change request. To approve the reclassification of the additional locations at (1) Loch Raven Academy, 8101 LaSalle Road, Baltimore, MD 21286; and (2) Timonium Center, 1946-0 Greenspring Road, Timonium, MD 21093 as instructional sites and to include the change within the scope of the institution's accreditation. To note that the institution has closed the following additional locations: (1) Center for Technology Innovations, 4 Choke Cherry Road, Rockville, MD 20850; (2) Walter Johnson High School, 6400 Rock Spring Drive, Bethesda, MD 20814; (3) Maryland Correctional Institute for Women, 7943 Brockbridge Road, Jessup, MD 20794; (4) BAE, 65 Split Brook Road, Nashua, NH 03061; and (5) MITRE, 202 Burlington Road, Bedford, MA 01730 and to remove the locations from the scope of the institution's accreditation. The next evaluation visit is scheduled for 2013-2014.
- July 1, 2013: To acknowledge receipt of the substantive change request. To include the additional location at Raytheon Integrated Defense System, 50 Apple Hill Drive, Tewksbury, MA 01876 within the scope of the institution's accreditation. The Commission requires written notification within thirty days of the commencement of operations at this additional location. In the event that operations at the additional location do not commence within one calendar year from the approval of this action, approval will lapse.
- September 3, 2013: To acknowledge receipt of the substantive change request and to include the additional location at Raytheon Space and Airborne Systems, Raytheon North Building, Texas Instruments Campus, 13500 N. Central Expressway, Dallas, TX 75243 within the scope of the institution's accreditation. The Commission requires written notification within thirty days of the commencement of operations at this additional location. In the event that operations at the additional location do not commence within one calendar year from the approval of this action, approval will lapse. The next evaluation visit is scheduled for 2013-2014.

**Next Self-Study Evaluation:** 2013 - 2014

**Next Periodic Review Report:** 2019

**Date Printed:** October 29, 2013

## **DEFINITIONS**

**Branch Campus** - A location of an institution that is geographically apart and independent of the main campus of the institution. The location is independent if the location: offers courses in educational programs leading to a degree, certificate, or other recognized educational credential; has its own faculty and administrative or supervisory organization; and has its own budgetary and hiring authority.

**Additional Location** - A location, other than a branch campus, that is geographically apart from the main campus and at which the institution offers at least 50 percent of an educational program. ANYA ("Approved but Not Yet Active") indicates that the location is included within the scope of accreditation but has not yet begun to offer courses. This designation is removed after the Commission receives notification that courses have begun at this location.

Probation is often, but need not always be, preceded by an action of Warning or Postponement. If the Commission had previously postponed a decision or placed the institution on Warning, the Commission may place the institution on Probation if it determines that the institution has failed to address satisfactorily the Commission's concerns in the prior action of postponement or warning regarding compliance with Commission standards. This action is accompanied by a request for a monitoring report, and a special visit follows. Probation may, but need not always, precede an action of Show Cause.

Suspend accreditation: Accreditation has been Continued for one year and an appropriate evaluation is not possible. This is a procedural action that would result in Removal of Accreditation if accreditation cannot be reaffirmed within the period of suspension.

Show cause why the institution's accreditation should not be removed: The institution is required to present its case for accreditation by means of a substantive report and/or an on-site evaluation. A "Public Disclosure Statement" is issued by the Commission.

Remove accreditation. If the institution appeals this action, its accreditation remains in effect until the appeal is completed.

Other actions are described in the Commission policy, "Range of Commission Actions on Accreditation."

**STATEMENT OF ACCREDITATION STATUS  
(Attachment)**

**JOHNS HOPKINS UNIVERSITY  
3400 North Charles Street  
Baltimore, MD 21218**

List of Addresses for Single Institutions at Multiple Sites

**Applied Physics Laboratory**  
11100 Johns Hopkins Road  
Laurel, MD 20723

**Bloomberg School of Public Health**  
615 N. Wolfe Street  
Baltimore, MD 21205

**Carey Business School**  
100 International Drive  
Baltimore, MD 21202

**Columbia Center**  
6740 Alexander Bell Drive  
Columbia, MD 21046

**Dorsey Center**  
6810 Deerpath Road  
Elkridge, MD 21075

**Krieger School of Arts and Sciences and Whiting School of Engineering**  
3400 N. Charles Street  
Baltimore, MD 21218

**Montgomery County Campus**  
9601 Medical Center Drive  
Rockville, MD 20850

**Mt. Washington Campus**  
5811 Smith Avenue  
Baltimore, MD 21209

**Nitze School of Advanced International Studies**  
1740 and 1619 Massachusetts Avenue, N.W.  
Washington, D.C. 20036

**Peabody Institute**

1 East Mt. Vernon Place  
Baltimore, MD 21202

**School of Education**

2800 N. Charles Street  
Baltimore, MD 21218

**School of Medicine**

733 North Broadway  
Baltimore, MD 21205

**School of Nursing**

525 N. Wolfe Street  
Baltimore, MD 21205-3008

**Washington, D.C. Center**

1717 and 1625 Massachusetts Avenue, N.W.  
Washington, D.C. 20036