

Naomi AOKI

Professor

Graduate School of Public Policy

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FIELDS OF EXPERTISE

- Public management
- Public administration

FULL-TIME ACADEMIC APPOINTMENTS

- Professor, The University of Tokyo, January 2025 - present
Graduate School of Public Policy
- Associate Professor, The University of Tokyo, April 2020 - December 2024
Graduate School of Public Policy
- Assistant Professor, National University of Singapore (NUS), August 2013 - March 2020
Lee Kuan Yew School of Public Policy (LKYSPP)
- Assistant Professor, NUS, August 2011 - July 2013
Department of Political Science

AFFILIATION

- Advisor, UTokyo Economic Consulting Inc., June 2023 - present

EDUCATION

- PhD in Public Administration, Syracuse University, December 2010
Maxwell School of Citizenship and Public Affairs
- MA in International Relations, Johns Hopkins University, May 2003
Paul Nitze School of Advanced International Studies (SAIS)

- BA in International Studies, American University, May 2001
School of International Service

EXPERIENCE IN PRACTICE

- Short-Term Consultant, The World Bank, Washington DC, May 2003 - June 2006, June 2010
- Temporary, The World Bank, Washington DC, March - May 2003

MEMBERSHIP IN EDITORIAL BOARDS

- *Public Administration and Development*, February 2023 - present
- *Public Administration Review*, January 2023 - present
- *Asia Pacific Journal of Public Administration*, March 2022 - present
- *Public Administration*, January 2021 - present

TEACHING AWARDS

- Graduate School of Public Policy (GraSPP) Outstanding Professor Award 2025 (awarded September 2025)
- GraSPP Outstanding Professor Award 2024 (awarded September 2024)
- GraSPP Outstanding Professor Award 2023 (awarded March 2024)
- GraSPP Best Professor Award 2023 (awarded September 2023)
- GraSPP Best Professor Award 2022 (awarded September 2022)
- GraSPP Best Professor Award 2021 (awarded September 2021)
- 2015 LKYSPP Teaching Excellence Award for teaching in Academic Year (AY) 2014-15
- NUS Annual Teaching Excellence Award for teaching in AY2014-15

PUBLICATIONS

- Aoki, N. (2025). En route to “zero bureaucracy and invisible government”: A conjoint analysis of the effects of transforming the state-citizen interface on the favourability of public administration in the digital era. *Asia Pacific Journal of Public Administration*, 47(3), 216-240. <https://doi.org/10.1080/23276665.2025.2478554>. Article awarded the journal’s 2025 Best Article Prize.
- Aoki, N., Tatsumi, T., Naruse, Go., & Maeda, K. (2024). Explainable AI for government: Does the type of explanation matter to the accuracy, fairness, and trustworthiness of an

algorithmic decision as perceived by those who are affected? *Government Information Quarterly*, 41(4), 101965. <https://doi.org/10.1016/j.giq.2024.101965>

- Aoki, N., Tay, M., & Yarime, M. (2024). Trustworthy public sector AI: Research progress and future agendas. In Y. Charalabidis, R. Medaglia, & C. van Noordt (Eds.), *Research handbook on public management and artificial intelligence* (pp. 263-276). EE Elgar. <https://doi.org/10.4337/9781802207347.00026>
- Aoki, N., Tay, M., & Rawat, S. (2024). Whole-of-government and joined-up government: A systematic literature review. *Public Administration*, 102(2), 733-752. <https://doi.org/10.1111/padm.12949>
- Aoki, N. (2022). Vaccine choice, trust in institutions, and the intention to get vaccinated against COVID-19: Evidence from an online experiment. *Journal of Behavioral Public Administration*, 5(1), 1-11. <https://doi.org/10.30636/jbpa.51.275>
- Aoki, N., Elliott, I. C., Simon, J., & Stazyk, E. C. (2022). Putting the international in *Public Administration*: An international quarterly. A historical review of 1992-2022. *Public Administration*, 100(1), 41-58. <https://doi.org/10.1111/padm.12822>
- Aoki, N. (2021). Stay-at-home request or order? A study of the regulation of individual behavior during a pandemic crisis in Japan. *International Journal of Public Administration*, 44(11-12), 885-895. <https://doi.org/10.1080/01900692.2021.1912087>
- Aoki, N. (2021). The importance of the assurance that “humans are still in the decision loop” for public trust in artificial intelligence: Evidence from an online experiment. *Computers in Human Behavior*, 114, 106572. <https://doi.org/10.1016/j.chb.2020.106572>
- Aoki, N. (2020). An experimental study of public trust in AI chatbots in the public sector. *Government Information Quarterly*, 37(4), 101490. <https://doi.org/10.1016/j.giq.2020.101490>
- Aoki, N., & Rawat, S. (2020). Performance-based pay: Investigating its international prevalence in light of national contexts. *The American Review of Public Administration*, 50(8), 865-879. <https://doi.org/10.1177/0275074020919995>
- Aoki, N. (2020). Uncovering the aspirations to be a leading local government: A content analysis approach. *Local Government Studies*, 46(4), 622-640. <https://doi.org/10.1080/03003930.2019.1627333>
- Aoki, N. (2019). After all these years, what has happened to the international prevalence of NPM-inspired managerial practices? *International Journal of Public Sector Management*, 32(4), 403-417. <https://doi.org/10.1108/IJPSM-10-2018-0215>

- Aoki, N. (2018). Sequencing and combining participation in urban planning: The case of tsunami-ravaged Onagawa Town, Japan. *Cities*, 72(Part B), 226-236.
<https://doi.org/10.1016/j.cities.2017.08.020>
- Aoki, N. (2018). Who would be willing to accept disaster debris in their backyard? Investigating the determinants of public attitudes in post-Fukushima Japan. *Risk Analysis*, 38(3), 535-547. <https://doi.org/10.1111/risa.12858>
- Aoki, N. (2018). Inter-municipal manpower aid in disaster management in Japan. In A. Farazmand (Ed.), *Global encyclopedia of public administration, public policy, and governance*. Springer International Publishing AG.
https://doi.org/10.1007/978-3-319-31816-5_3250-1
- Aoki, N. (2018). Japan's bureaucracy in international perspective. In A. Farazmand (Ed.), *Global encyclopedia of public administration, public policy, and governance*. Springer International Publishing AG. https://doi.org/10.1007/978-3-319-31816-5_3506-1
- Aoki, N. (2017). Who would be willing to lend their public servants to disaster-impacted local governments? An empirical investigation into public attitudes in post-3.11 Japan. *International Journal of Disaster Risk Reduction*, 24, 499-506.
<https://doi.org/10.1016/j.ijdrr.2017.02.009>
- Aoki, N. (2016). Adaptive governance for resilience in the wake of the 2011 Great East Japan Earthquake and tsunami. *Habitat International*, 52, 20-25.
<https://doi.org/10.1016/j.habitatint.2015.08.025>
- Aoki, N. (2015). Institutionalization of New Public Management: The case of Singapore's education system. *Public Management Review*, 17(2), 165-186.
<https://doi.org/10.1080/14719037.2013.792381>
- Aoki, N. (2015). Let's get public administration right, but in what sequence? Lessons from Japan and Singapore. *Public Administration and Development*, 35(3), 206-218.
<https://doi.org/10.1002/pad.1714>
- Aoki, N. (2015). Wide-area collaboration in the aftermath of the March 11 disasters in Japan: Implications for responsible disaster management. *International Review of Administrative Sciences*, 81(1), 196-213. <https://doi.org/10.1177/0020852314541563>
- Aoki, N., & Tay, M. (2015). Managerialism meets regime: A distinctively Singaporean marriage? *Asian Journal of Political Science*, 23(3), 346-365.
<https://doi.org/10.1080/02185377.2015.1078735>

- Aoki, N. (2015). Collaborative manpower support for restoring hope in the aftermath of the March 11 disasters in Japan. In C. D. Brassard, D. W. Giles, & A. M. Howitt (Eds.), *Natural disaster management in the Asia-Pacific: Public policy perspectives* (pp. 111-117). Tokyo: Springer Japan. https://link.springer.com/chapter/10.1007/978-4-431-55157-7_7
- Aoki, N., & Schroeder, L. D. (2014). An approach to measuring subnational administrative autonomy in education. *International Journal of Public Administration*, 37(1), 10-19. <https://doi.org/10.1080/01900692.2013.809588>
- Aoki, N. (2013). *Shingapōruryū nihongyōseikaikaku-no susume* [Reforming Japan's public administration based on the Singapore model] (*Shingapōru shōkōkaigisho geppō* [The Japanese Chamber of Commerce in Singapore Monthly Report]).
- Aoki, N. (2012). Determinants of Japanese local governments' decisions concerning performance-based reward systems for teachers. *International Journal of Public Administration*, 35(11), 703-714. <https://doi.org/10.1080/01900692.2012.662778>
- Schroeder, L. D., & Aoki, N. (2009). The challenge of measuring decentralization. *Journal of Public Administration*, 2, 1-16. (Trans. English to Chinese by Meimei Xiong).

ACKNOWLEDGED AS CONTRIBUTOR (MOST RELEVANT)

- World Bank. (2005). *East Asia decentralizes: Making local government work*. Washington, DC: World Bank. <https://openknowledge.worldbank.org/handle/10986/7492>
- World Bank. (2005). *Cambodia - Public expenditure tracking survey (PETS) in primary education*. Washington, DC: World Bank. <http://documents.worldbank.org/curated/en/140201468015671580/Cambodia-Public-expenditure-tracking-survey-PETS-in-primary-education>

RESEARCH PRESENTATIONS

- Aoki, N. (2025). In Japanese: *Zero kanryōsei to mienai gabamento e no michi ~ Dejitaru jidai no gyōsei madoguchi sabisu ni taisuru shimin no senkō keisei mekanizumu ni kansuru shitsuteki kenkyū* [En route to a “zero-bureaucracy and invisible government”: A qualitative study on the mechanism of citizen preference formation toward administrative services in the digital era]. Invited presentation at the Japanese Political Science Association conference, Tokyo, Japan, 12 October.

- Aoki, N. (2025). A human-in-the-loop: Does it matter to public perceptions of the use of facial recognition technology in policing? (Research conducted with Adrian Leung and Titir Chakraborty). Presentation (with Adrian Leung) at the 2025 Public Management Research Conference, the Graduate School of Public Administration at Seoul National University, South Korea, 27 June.
- Aoki, N. (2025). AI regulations in Japan. Invited presentation at the workshop, The Current State of Issues of AI Regulation: A Comparative Perspective, Yonsei University, 23-24 June.
- Aoki, N. (2023). In Japanese: *Joindoappugabamento-to hōruobugabamento-no kenkyūdōkō – Shisutemachikkurebyū-kara wakattakoto* [Research trends regarding joined-up and whole-of-government: Findings from a systematic review]. Invited presentation at the virtual workshop on *Chīmuwāku-nikansuru kakushintekina kenkyūapurōchi-no kakuritsu-to bunyōdanteki kenkyūryōiki-no sōshutu* [Establishment of Innovative Research Approaches on Teamwork and Creation of Cross-Disciplinary Research Areas], funded by the *Kōekizaidanhōjin SECOM kagakugijutushinkōzaidan tokuteiryōiki kenkyūjosei chīmuwākukagakubunya* [SECOM Science and Technology Foundation, Grant-in-Aid for Specific Areas of Research in the Field of Teamwork Science], 9 November.
- Aoki, N. (2022). A study of the regulation of individual behavior during a pandemic crisis in Japan. Virtual presentation at the University of Tokyo Center for Contemporary Japanese Studies Seminar Series, 27 October.
- Aoki, N. (2021). In Japanese: *Ēai-wo katuyōshita kōkyōsābisu-nitaisuru shimin-no shinrai-nikansuru jishhō kenkyū* [Empirical study on citizens' trust in public services using AI technology]. Invited presentation at *Tokyōdaigaku gyōseikenkyūkai* [The University of Tokyo Society for Public Administration], 11 December.
- Aoki, N. (2021). In Japanese: *Shingatakoronairusu-no wakuchinsesshu-niokeru sentakunojiyūto sesshu-eno-ikō-nikansuru jikkentekikentō* [Vaccine choice and the intention to get vaccinated against SARS-CoV-2: Evidence from an experiment]. Virtual presentation at the plenary session of the 2021 Public Policy Studies Association Japan Conference, 6 June.
- Aoki, N. (2021). Stay-at-home request or order? A study of the regulation of individual behavior during a pandemic crisis in Japan. Virtual presentation at the American Society for Public Administration 2021 Annual Conference, 9-15 April.

- Aoki, N. (2021). In search of the optimal integration of AI technology into the public sector: Studies of public trust in AI-driven public services. Virtual presentation at a seminar hosted by the Graduate School of Governance, Sungkyunkwan University, Republic of Korea, 15 March.
- Aoki, N. (2021). In search of the optimal integration of AI technology into the public sector: Studies of public trust in AI-driven public services. Presentation at a webinar organized by the Division of Public Policy, Hong Kong University of Science and Technology, 4 March.
- Aoki, N. (2021). In search of the optimal integration of AI technology into the public sector: Studies of public trust in AI-driven public services. Invited virtual presentation at the International Seminar on AI and Digital Government, hosted by the Institute for Future Government and the Department of Public Administration at Yonsei University, Republic of Korea, 8 February.
- Aoki, N. (2020). Upscaling mindsets for a high-performing civil service in the tech-powered new normal. Invited webinar presentation at the 6th Annual Public Policy Conference, The Philippine Institute for Development Studies, The Philippines, 22 September. Conference proceedings available at <https://www.pids.gov.ph/publications/7266>.
- Aoki, N. (2019). Do people trust AI-powered chatbots as much as they do human administrators? An experimental study. Presentation at the Association for Public Policy Analysis and Management Conference, Barcelona, Spain, 29-30 July.
- Aoki, N. (2019). Do people trust AI-powered chatbots as much as they do human administrators? An experimental study. Presentation at the 4th International Conference on Public Policy, Montreal, Canada, 26-28 June.
- Aoki, N. (2019). An experimental study of the impact of AI on public trust: The case of the long-term care insurance system in Japan. Presentation at the International Institute of Administrative Sciences – Lien Conference, Singapore, 18-21 June.
- Aoki, N. (2019). The aspirations to be a leading government: Does a governor's profile matter? Presentation at the Workshop on Public Sector Innovation in the Asia Pacific, LKYSPP, 15-16 February.
- Aoki, N. (2018). Who would be willing to help somebody else's municipality? Investigating Japanese public attitudes in the wake of a natural disaster. Invited presentation at Kyoto

University, Japan, 30 July.

- Aoki, N. (2018). Prefectural leadership in a spatially polarizing Japan. Presentation at the Public Management Research Conference, LKYSPP, 31 May - 2 June.
- Aoki, N. (2018). Does performance management work differently across different political cultures? Presentation at the Public Management Research Conference, LKYSPP, 31 May - 2 June.
- Aoki, N. (2017). Political pressure for local leadership in a spatially polarizing Japan. Presentation at the Japanese Society for Public Administration, University of Tokyo, 26-27 May.
- Aoki, N. (2017). Political pressure for local innovations in Japan: Are prefectural assemblies doing enough? Presentation at the Public Service Innovation Conference, Inland Norway University of Applied Sciences, Lillehammer, Norway, 15-17 November.
- Aoki, N. (2017). Who would be willing to accept disaster debris in their backyard? Investigating the determinants of public attitudes in post-Fukushima Japan. Presentation at the Eastern Regional Organization for Public Administration, Seoul, South Korea, 11-15 September.
- Aoki, N., & Janenova, S. (2017). Can Kazakhstan follow Singapore? Assessment of its civil service reform capacity. Presentation at the 3rd International Conference on Public Policy, LKYSPP, 28-30 June.
- Aoki, N., & Rawat, S. (2017). Performance appraisals: Their patterns of international prevalence. Presentation at the 3rd International Conference on Public Policy, LKYSPP, 28-30 June.
- Aoki, N. (2016). Would you be willing to accept disaster debris in your backyard? Investigating the determinants of public attitudes in post-Fukushima Japan. Public talk delivered at Nazarbayev University, Astana, Kazakhstan, 14 April.
- Aoki, N. (2015). A tsunami-ravaged town becomes progressive to survive and revive. Presentation at the Symposium on the Rise of Progressive Cities East and West, Sorbonne Nouvelle, Paris, France, 11-12 May.
- Aoki, N. (2015). The rise of mega-adaptive governance for manpower support for municipalities in the wake of the 2011 Great East Japan Earthquake and tsunami. Presentation at the Workshop on Decentralized Disaster Governance in Urbanizing Asia, Asia Research Institute, NUS, 5-6 March.

- Aoki, N. (2015). The rise of progressive municipalities in the wake of the 2011 Great East Japan Earthquake and tsunami: Turning crisis into opportunity? Presentation at the Dialogic Workshop on Progressive Cities in Asia and Europe, Singapore-ETH Centre – Future Cities Laboratory, Singapore, 12-13 February.
- Aoki, N. (2013). Do regime types matter to the success of managerialism? The case of public education. Presentation at the Eastern Regional Organization for Public Administration, Tachikawa, Japan, 14-19 October.
- Aoki, N. (2013). Defining public administration in Japan and Singapore: An application of Rosenbloom's three-perspective model. Presentation at the Public Management Research Conference, University of Wisconsin-Madison, Madison, Wisconsin, USA, 20-22 June.
- Aoki, N. (2012). New public management and organizational resistance to change: The case of Japanese high schools. Presentation at the Korean Association for Policy Studies, Seoul, Republic of Korea, 14-15 September.
- Aoki, N. (2008). A theoretical and empirical treatment of functional decentralization: A cross-country study of organizational setting in public secondary education. Presentation at the Association for Public Policy Analysis and Management, Los Angeles, USA, 6-8 November.
- Aoki, N. (2008). A theoretical and empirical treatment of functional decentralization: A cross-country study of organizational setting in public secondary education. Presentation at the Association for Budgeting and Financial Management, Chicago, USA, 22-25 October.

INVITED SPEECHES

- Aoki, N. (2025). Navigating the human-centric transition to invisible, interoperable, and agentic government. Speech delivered at the Global Forum Strategies for Innovation and Future Governance, organized by the Korean Institute for Public Administration and the Ministry of the Interior and Safety, Seoul, South Korea, 31 October.
<https://www.kipa.re.kr/html/eng/nwsevt/newsEvent.do?flag=main&pstSn=545>
- Aoki, N. (2024). Exploring leadership that can promote work engagement and well-being in our public services. Speech delivered at the ASEAN Plus Three Cooperation on Civil Service Matters (ACCSM+3) Workshop on Work Engagement and Well-Being in the Public Service, organized by the National Personnel Authority of Japan, Sapporo, Japan, 11 October.
<https://www.jinji.go.jp/content/000007971.pdf>

- Aoki, N. (2022). AI for sustainable development: Challenges and opportunities for the public sector. Keynote speech delivered virtually for the 2022 Annual Conference of the Asian Association for Public Administration, Shanghai, China, 3 December.
- Aoki, N. (2017). Are we really preparing for the big one? Four lessons from Japan's experiences. Invited speech delivered at the Disaster Risk and Crisis Management Forum, organized by the Asian Institute of Management in cooperation with the World Bank, Manila, the Philippines, 29 November.

GRADUATE-LEVEL COURSES TAUGHT AT UNIVERSITY OF TOKYO

- 5112265: Introduction to Public Management
- 5112191: Policy Process and Negotiation
- 5140741/5179006: Project Based Learning on Technological Innovation and Social Solutions, Co-taught
- 5140165/5171114/4890-2005: *Dejitarushakai-to paburikku-manejimento* [Digital Society and Public Management], Co-taught

MODULES TAUGHT AT NUS^a

- PP6703: Foundations of Public Administration (PhD)
- PP5303: Public Management (MPM)
- PP5146: Decentralization, Governance, and Sustainable Development (MPA)
- PP5137: Public Management and Organisational Behaviour (MPP/MPA/MPM)
- PP5414: Foundations of Sustainable Development and Environmental Economics (MPP/MPA), Co-taught
- PP5137: Public Management and Leadership (MPP)
- PS3243: Public Sector Organisational Behaviour (Undergraduate)
- PS2240: Introduction to Public Administration (Undergraduate)
- PS5503/PS5503R: Decentralization and Local Governance (Undergraduate, Graduate)
- PS2240/SSA2222: Public Administration in Singapore (Tutorial only, Undergraduate)

^a Modules marked “PP” were offered by the LKYSPP; modules marked “PS” were offered by the Department of Political Science, NUS. SSA stands for a Singapore module. MPP stands for Master in Public Policy, for which two to five years of work experience were required for admission. MPA stands for Master in Public Administration, for which a minimum of five years of work experience was required for admission. MPM stands for Master in Public Management – a one-year program for which experience in a management position and a proven track record of leadership with high-level decision making were required for admission.

INVITED GUEST LECTURES

- Aoki, N. (2025). AI in the public sector: Opportunities and challenges. Virtual lecture delivered for a graduate course at the KDI School of Public Policy and Management, South Korea, 13 November.
- Aoki, N. (2025). AI in the public sector: Opportunities and challenges. Virtual lecture delivered for an undergraduate course at the University of Cape Town, South Africa, 16 October.
- Aoki, N. (2025). AI in the public sector: Opportunities and challenges. Virtual lecture delivered for the course, Technology Disruptions and Public Policy, in the Master of Public Policy Program at the Hong Kong University of Science and Technology, Hong Kong. 29 April.

PUBLIC SECTOR TRAINING PROGRAMS SERVED

- Lecturer and Commentator, National Government Administration for Senior Officials, Japan International Cooperation Agency (JICA) training program implemented by the Japan International Corporation Center (JICE). November - December 2025.
- Lecturer, International Outreach Programme 2025, organized for Malaysian officials by MTalent Training & Consultancy Services in collaboration with the Japan–Malaysia Association. November 2025. (Lecture title: “Building an AI-Ready Workforce in Japan”)
- Commentator, Human Resources Management, JICA training program implemented by JICE. September 2025.
- Speaker, Asia Productivity Organization (APO) Productivity Talk recorded at the APO Secretariat office. September 2025. (Talk title: “Applying Behavioral Insights in Public Services in the Digital Age”)
- Lecturer, Leadership Training Program for Officials on *Institutional Excellence Strategy*, JICE training program requested by the Civil Service Commission, Government of Kuwait. January 2025.
- Lecturer and Commentator, National Government Administration for Senior Officials, JICA training program implemented by the JCIE. November - December 2024.
- Commentator, Human Resources Management, JICA training program implemented by JICE. September 2024.

- Lecturer and Commentator, National Government Administration for Senior Officials, JICA training program implemented by the JCIE. October - November 2023.
- Lecturer, *Building a High-Performance Organisation Work Culture in the Public Sector: Japan Experience*, training program for Malaysian officials implemented by the Centre for Innovation and Productivity in Public Administration, Universiti Sains Malaysia. October 2023.
- Lecturer, National Government Administration for Senior Officials, JICA training program implemented by the JCIE. December 2022.
- Resource Person, the APO Digital Multicountry Training Course on New Technology for Human Resources Management in the Public Sector. May 2022.
- Lead Resource Person, Workshop on *Policy Analysis and Decision Making for Disaster Risk Governance*, implemented by the Asian Development Bank Institute. July 2022.
- Resource Person, the APO Digital Multicountry Training Course on *Strategic Management for Public-Sector Productivity Enhancement*. November - December 2021.

CLIENTS SERVED IN LKYSPP EXECUTIVE EDUCATION

- Australia and New Zealand: The Australia and New Zealand School of Government
- Bahrain: The Mohamad bin Mubarak Academy for Diplomatic Studies
- Brunei Darussalam: Civil Service Institute
- Indonesia: Ministry of Communications and Informatics
- Indonesia: Ministry of Finance
- Kazakhstan: The Graduate School of Public Policy, Nazarbayev University
- The Philippines: Development Academy
- The Philippines: Energy Regulatory Commission
- Russia: The Russian Presidential Academy of National Economy and Public Administration
- Singapore: The Home Team Academy, Ministry of Home Affairs
- Singapore: Ministry of Education
- Thailand: The National Broadcasting and Telecommunications Commission
- Ukraine: Kyiv School of Public Administration
- The United Arab Emirates: The Mohammed bin Rashid School of Government
- The United Arab Emirates: Dubai Roads and Transport Authority
- Multinational: World Meteorological Organization / Meteorological Service Singapore
- Multinational: Participants in LKYSPP's programs for individuals

ACADEMIC FELLOWSHIP AWARDS

- *US National Science Foundation Fellowship*, which sponsored participation in Young Scientists Summer Program, International Institute for Applied Systems Analysis, Laxenburg, Austria, 2007
- *Four-Year Graduate Fellowship*, Syracuse University's highest graduate award, 2006
- *Sara Lamport Azrael Fellowship*, SAIS - Johns Hopkins University, 2002
- *Second-Year Fellowship*, SAIS - Johns Hopkins University, 2002