



## CHAPTER V: THE HOMEWOOD CAMPUS AS AN ARTS DESTINATION

The professional arts organizations and institutions at Homewood complement those offered in Baltimore and add an indispensable dimension to University life, providing opportunities for students, faculty, staff—and residents of the Greater Baltimore area—to enjoy regionally, nationally, and internationally recognized artists. Without the contributions of these artists, programs, and organizations, the artistic and cultural life of Johns Hopkins University—and of Baltimore—would be substantially diminished to the extent that the ability of the University to attract faculty as well as talented students would be endangered and its position as a cultural leader would be threatened.

### **Shriver Hall Concert Series**

Shriver Hall Concert Series (SHCS) is one of the top arts presenters in the Baltimore region, bringing internationally recognized chamber music as well as other performers to Homewood's Shriver Hall. The Johns Hopkins Office of Special Events originally offered the series, which was founded by a Hopkins physician in 1965. Today it is an independent 501(c)(3) organization that receives only in-kind support, i.e., fees for the use of the Shriver Hall auditorium and a small office, although the University's Office of Government, Community, and Public Affairs continues to provide a liaison to the organization. The Series attracts about 750 subscribers each season, of which 20-25% are JHU faculty and staff. Student rush tickets are very popular, especially among Peabody students. The greatest challenges to the Series' health and well-being are funding and facilities. Many potential donors are deterred because they understandably believe that the University funds the Series, and Shriver Hall's facilities—its multi-purpose auditorium (including stage, lights, HVAC, patron seats), its green rooms, and its storage capabilities—have not been updated in years and undermine an otherwise extraordinary experience for both artists and patrons.

**Recommendation V-1.** Renovate Shriver Hall and its multi-purpose auditorium. Move all non-performing arts related functions out of Shriver Hall to other campus locations, such as the Wyman Park Building, as soon as possible. Make essential renovations to the building, including but not limited to new seats, lighting, and sound systems, acoustics, HVAC, disabled access to the auditorium and improved practice facilities and green rooms. (The task force believes that renovation of Shriver Hall is a critical, but short term measure, not just for benefit of the performing arts at Homewood, but also for a number of University offices and groups that use its auditorium for a variety of programmatic needs. For a more comprehensive discussion of the long-term need for a dedicated performing arts facility and of the short-term imperative to renovate Shriver Hall, see Chapter VII.) (Elements of this recommendation are cross-listed with Recommendation VII-1.)

**Recommendation V-2.** Explore the possibility of linking SHCS and Theatre Hopkins fund-raising activities with those of the University in a mutually beneficial way.

**Recommendation V-3.** Change the liaison relationship of SHCS from the Office of Government, Community, and Public Affairs to the Homewood Arts Programs in order to improve communication and coordination within the Homewood arts community. (This recommendation is cross-listed with Recommendations IV-7, V-6, and V-14.)

### **Theatre Hopkins**

Theatre Hopkins (TH) is a regional, semi-professional community theater that performs classical and contemporary dramatic literature in the Merrick Barn. Originally called the Hopkins Playshop, it grew out of and supported the mission of the Hopkins English Department; however, it now reports to the Office of Government, Communications, and Public Affairs. TH in the past received in-kind support from the University in the form of the free use of the Merrick Barn, and it receives a small salary for its director. Fund-raising and ticket sales cover the remainder of their expenses. In addition to its seasoned, semi-professional actors and staff, Theatre Hopkins brings about 600 season subscribers from the Greater Baltimore area to the Homewood campus each year. Unfortunately, as other opportunities for students interested in theater have expanded, fewer and fewer students have participated in TH productions, although recent efforts to involve more Homewood undergraduates in some aspect of their productions have been successful. Perhaps more importantly, the linkage between Theatre Hopkins' productions and the English Department weakened. Because of the need to provide office, classroom, and performance space for the new undergraduate theater minor offered by the Krieger School of Arts and Sciences, during 2004-2005, Theatre Hopkins moved its administrative functions out of the Merrick Barn and will not use the theater itself after the close of the current season. At the time of this writing, the future of Theatre Hopkins is unclear. The task force is hopeful that creative solutions can be found that would enable this long-standing Hopkins-affiliated arts organization to continue to flourish, in ways that complement and support both the new theater program under the aegis of the Krieger School and the various student-run theater groups.

**Recommendation V-4.** Enhance the close relationship Theatre Hopkins already enjoys with the new minor in Theater Arts & Studies. Improve recruitment of students to acting, marketing, technical, and other positions with Theatre Hopkins. Participate in a "theater alliance" as discussed in Chapter IV. (Elements of this recommendation are cross-listed with Recommendation III-11 and IV-6.)

**Recommendation V-5.** The University should continue its current modest support to Theatre Hopkins and include Theatre Hopkins in the review of University-wide space needs for the arts (The latter half of this recommendation is cross-listed with Recommendation VII-2.)

**Recommendation V-6.** Change the reporting relationship of Theatre Hopkins from the Office of Government, Community, and Public Affairs to the Homewood Arts Programs in order to improve communication and coordination within the Homewood arts community. (This recommendation is cross-listed with Recommendations IV-7 and V-14.)

## **Hopkins Symphony Orchestra**

The Hopkins Symphony Orchestra (HSO) is a University-community orchestra that includes faculty, students, staff, alumni, and members of the greater Baltimore-Washington community. (About 40% of the HSO's musicians are students.) Each year the HSO presents four subscription symphonic concerts, including major orchestral works, both classical and contemporary; a free concert for children and families; three subscription chamber music concerts; and at least one collaborative concert with an organization in the community. In addition, HSO sponsors and/or coaches small ensembles like string quartets and the Homewood Brass Consort. Since last year, HSO has been offering a program to mentor student string players at Roland Park Elementary/Middle [Public] School. A guest lecturer leads a discussion before every HSO symphonic performance, either about the music or about a related topic, such as the historical events that surrounded the creation of the music. The HSO receives some support from the University through the Homewood Arts Programs (Homewood Student Affairs) to which it reports, but like Theatre Hopkins, it also conducts its own fund-raising program in order to meet its expenses.

**Recommendation V-7.** Maintain the HSO as a University-community partnership by assuring a significant participation level of Johns Hopkins students each year.

## **Historic Houses**

The University acquired Homewood House in 1902 and Evergreen House in 1942. Both landmark houses, along with their collections of fine arts, decorative arts, and other artifacts, offer a wealth of opportunities for the study of American art, architecture, and material culture. Alice Garrett, Evergreen's last owner, established a foundation for the care of her collections and to ensure the fulfillment of her husband John's expressed wish "that Evergreen House be hospitably open to lovers of music, art, and beautiful things." An average of 13,500 guests visit the Houses each year.

The senior staff and Boards of the Historic Houses are working to revise their mission and vision statements. Among other goals, they would like to work more closely with faculty scholars in the humanities so that the Houses and their collections can be better utilized as intellectual assets to support their research as well as the curriculum. One way to increase the outreach initiatives of the Historic Houses in a cost effective way might be to establish one or more assistantships for Krieger School graduate students who would write grant proposals and develop programs as part of their curriculum. (Note: Currently the Evergreen Foundation provides two undergraduate scholarships each year: one for a MICA student and another for a Peabody student.) One example of an existing partnership with the Krieger School was described earlier in this report; that is, Homewood House identified a donor to support the hiring of a scholar of American Architecture who used the Historic Houses extensively in his course for Hopkins undergraduates.

Until fall 2002, the University's Office of Government, Community, and Public Affairs managed both Houses. Today, in cooperation with The Evergreen House Foundation, the Associate Provost for Budget and Planning provides oversight for the Houses and their operations. Since FY2005, the University has allocated \$200,000 per year from the University Administration (UA) tax to fund deferred maintenance and capital support for both houses. (For an explanation of the "UA tax," see Chapter IX.) Nonetheless, providing adequate support for programmatic

efforts, while minimizing administrative costs and balancing the budgets at the Houses, continues to be a challenge.

**Recommendation V-8.** Move the management responsibility for the Historic Houses to the Sheridan Libraries, which already are responsible for a number of special collections, in order to achieve a tighter integration of the Houses and their collections to the University's teaching and research missions. This move also would permit access to a fund-raising department whose focus is compatible with that of the Historic Houses. Because both organizations have staff who manage collections, event rentals, fund-raising, public events, exhibitions, and public relations, common oversight is likely to enhance programming in coherent and cost-effective ways. (Elements of this recommendation are cross-listed with Recommendation V-9 below.)

### **University Collections/Other Arts Assets**

Unlike many of its peer institutions, Johns Hopkins does not have its own art museum. Nonetheless, it has a substantial fine and decorative arts collection. The task force, due to its limited scope, considered only the collections found at the Homewood campus, including those of the two Historic Houses. It did not review the collections held at Johns Hopkins' other campuses.

The University's collections on the Homewood campus, not including those exhibited or stored in the Historic Houses, include approximately 700 artifacts: 132 portraits, ~40 other paintings, 45 sculptural works, 129 prints and photographs, 45 drawings, 26 decorative objects and 81 pieces of furniture. The Bufano Sculpture Garden with its 11 stone animals is one of the highlights of the Homewood campus collections as are memorabilia once belonging to the University's benefactor. Highlights of the collections exhibited or stored at Evergreen include: early 20<sup>th</sup> century European and American paintings, Japanese decorative arts; Chinese blue and white porcelain; rare books (which are part of the Sheridan Libraries Special Collections); Garrett family correspondence, business records, and photographs; furniture; and a number of *Tiffany glass* vases. The Homewood House collections include a significant number of Federal era fine arts, decorative arts, and furnishings. In short, the task force found that the University's arts assets are broad and deep, far richer than it had originally thought.

The University's collections face a number of challenges. There is no collections management policy that governs acquisitions and deaccessioning of non-library collections at the Historic Houses, on the Homewood campus, or on any University campus, nor is there a comprehensive plan for the collections' preservation, stewardship, or exhibition. The absence of a coherent management strategy for the University's art collections causes a number of problems and risks. The University's collections are supported by an annual allocation of \$20,000 from the UA tax to which all University divisions contribute, but this amount is insufficient to meet the restoration, security, and preservation needs of the collections. For example, some of the objects in the University's collections, e.g., many of the paintings displayed in the Hutzler Reading Room, are in desperate need of restoration. In 2000, 53 damaged paintings were identified for conservation at an estimated cost of \$54,000, but without a plan of action and appropriate levels of funding, they have not been restored. The primary location dedicated to storage (Evergreen Carriage House loft) has been improved, but still is not a conservation-appropriate environment. Without an exhibition plan, few objects are exhibited effectively around the campus, and consequently few people have had the opportunity to learn about and to enjoy the University's substantial

collection of art objects (with the exception of the collections of the Historic Houses). Perhaps the most unfortunate outcome of the inattention to the University's art collections is that they are not utilized as intellectual assets and as pedagogical tools. The lack of a coherent approach toward University collections makes it difficult to know what is in the collections and thus their use is suboptimized.

**Recommendation V-9.** Move the oversight responsibility for Homewood campus art collections to the Sheridan Libraries. (This recommendation is related to Recommendation V-8 above.)

**Recommendation V-10.** Develop and implement a University-wide collections management policy that includes guidelines for acquisition and deaccession, management, preservation, security, storage, and exhibition of these artifactual collections. Explore the possibility of a partnership with The Baltimore Museum of Art to address storage needs and to improve exhibition of the visual arts at the Homewood campus.

**Recommendation V-11.** Make a commitment to the proper care and preservation of University collections by increasing UA funds for support of the collections, including a stewardship fund and hiring adequate staff.

**Recommendation V-12.** Develop means for coherent oversight of all University collections, regardless of campus location, and implement a database system to manage the objects. Together, the total collection might be a more powerful force within the University than if all the various smaller collections remain separate.

### **Homewood Student Affairs**

Homewood Student Affairs is, by definition, devoted to Homewood students. However, many of its programs also provide secondary benefits to the community. As described above, the Homewood Arts Programs (HAP), a unit of Homewood Student Affairs, provides oversight to the Hopkins Symphony Orchestra (HSO), a University-community orchestra. During the summer when students are not using the performance spaces on campus, the HAP offers a theater program, called "Summer Stage at the Mattin Center," that brings Baltimore area performing arts and other groups to the Mattin Center. Each performance attracts about 60–70 community members.

**Recommendation V-13.** During the summer months when space utilization by students is lowest, expand outreach activities to bring artists and the productions of local arts organizations to campus in a manner that is complementary to offerings of local and regional arts organizations.

**Recommendation V-14.** Move the reporting line of Theatre Hopkins to HAP and establish HAP as the University's liaison to the Shriver Hall Concert Series. Both these moves should enable a tighter integration of the arts community, improved utilization of performance spaces, and enhanced communication and collaboration. (This recommendation is cross-listed with Recommendations IV-7 and V-6.)

## **Odyssey**

The School of Professional Studies in Business and Education (SPSBE), which oversees Odyssey, was founded as a separate academic division in the early 20th century to extend the University's intellectual assets to Baltimore City residents. By the end of the 20th century, the University's other academic divisions had developed academic programs designed specifically to meet the continuing education needs of the region. As a consequence, with the exception of its non-credit, liberal arts program called Odyssey and a very small undergraduate degree program for adults, SPSBE narrowed its focus to Business, Education, and Public Safety Leadership programs not offered elsewhere in the University. About 35% of Odyssey programs, which are self-supporting, are related to the enjoyment and study of the arts—from architecture to opera to creative writing to storytelling. Odyssey courses complement other programs in the Greater Baltimore area and on campus, often piggybacking on what others are doing, e.g., offering lectures in connection with a performance by the Baltimore Opera.

**Recommendation V-15.** Preserve funding for this high quality as a means of providing opportunities for members of the Hopkins and Baltimore communities to study and enjoy a wide variety of the arts and humanities.

## **Office of Special Events**

This unit within the University's Office of Government, Community, and Public Affairs was created for the purpose of strengthening the University's relationship to the City and citizens of Baltimore by offering a series of arts and cultural events on the Homewood campus. As described above, one of its earlier programs was a concert series. During the past several years, the Office of Special Events presented a Guest Artist Series, an endowed lecture series, and the Schweitzer Award ceremony. It also coordinated commencement activities for the University. Special Events' speakers and talented performers added to the diversity and richness of other campus arts offerings and, in doing so, to the liveliness of the campus community as well as the Greater Baltimore area. (See Appendix I for attendance data.) However, due to budget exigencies and a change in priorities, the Office was eliminated in fall of 2004, just as the work of the task force got underway. Other University offices absorbed all but the Guest Artist Series.

**Recommendation V-16.** Explore the possibility of revitalizing the Guest Artist Series under the purview of the Vice Provost for the Arts.