



CHAPTER XI: LISTING OF RECOMMENDATIONS

The Academic Curriculum

Recommendation III-1. The task force recommends that the Krieger School’s faculty consider expanding formal curricular offerings in the arts with the same rigor, support, and principles of “selective excellence” as are characteristic of courses in engineering, the humanities, social sciences, and sciences. This recommendation includes the need for more capacity in existing courses as well as the creation of new academic courses, e.g., a comprehensive history of art survey course. In the short-term, while budgets are severely challenged and there may be little hope of adding tenure-track positions, providing incentives for arts and humanities faculty to develop interdisciplinary courses might strengthen the entire arts and humanities community for both faculty and students and increase the number of cross-listed courses. (See also Recommendation VIII-3 for a description of the Arts Innovation Fund that would provide seed monies to support interdisciplinary and inter-institutional arts programs.)

Recommendation III-2. Synchronize the class schedules used by the Peabody and Homewood campuses. The task force supports the work of the Homewood faculty committee that is currently reviewing this issue and looks forward to implementing a mutually agreeable solution as soon as possible.

Recommendation III-3. The task force supports the work of the joint Homewood-Peabody faculty committee that is reviewing the dual degree program with an eye to streamlining it while retaining its essential rigors.

Recommendation III-4. Enable further integration between the Homewood Schools and The Peabody Institute by improving transportation between the Homewood and Peabody campuses. Similarly, explore creative solutions to the transportation challenges between the Homewood campus and MICA. For example, explore the development of a “taxi culture,” which Loyola College has successfully used to address similar transportation issues.

Recommendation III-5. Provide students with a highly visible, comprehensive resource to facilitate the study of the arts at Hopkins, including Peabody and Baltimore co-op program options. This may take any or all of several forms: an academic advising webpage that includes a user-friendly, on-line option for cross-registration; expanded information in the undergraduate academic manual and in the freshman handbook; and/or periodic updates in the freshman

advising bulletin. The resources should include information about how students can petition to receive recognition for these courses as humanities (H) distribution requirements.

Recommendation III-6. Working with the Homewood Art Workshops, explore the use of the weekday evenings and the January Intersession to offer additional courses in the fine arts.

Recommendation III-7. Review the arts curricula, including arts courses offered by the Homewood Art Workshops and those offered by Baltimore co-op institutions, for possible designation as a humanities (H) distribution requirement. More specifically, consider allowing courses in the practice of the arts (i.e., skills-based courses) to fulfill humanities requirements, as do peer institutions such as Cornell, Penn, and Duke.

Recommendation III-8. Make a long-term commitment to the JHU-BMA-WAM liaison position (currently held by Dr. Elizabeth Rodini) in order to coordinate and develop additional collaborations among the institutions in a manner that leverages their intellectual and arts assets to the benefit of all participants, such as the establishment of a museum studies minor. Concerted and sustained efforts to create synergies in the arts and humanities among these institutions as well as The Peabody Institute provide another avenue for the University to contribute to the revitalization of Baltimore. (Elements of this recommendation are cross-listed with Recommendations VI-1 and VI-3.)

Recommendation III-9. Establish a small joint task force of MICA and Johns Hopkins faculty to explore potential innovative teaching and creative collaborations that would enhance the missions of both institutions, draw leading scholars and talented students, and attract external support. The joint task force should also propose creative solutions that would increase opportunities for students to enroll in each other's courses, for example, the development of special evening courses. A similar joint faculty committee established by Brown University and the Rhode Island School of Design provides a model for this joint task force. It sought to "draw on and enhance the unique character of each institution, its faculty and resources, to produce new patterns of teaching, creative activity, and research." The Arts Innovation Fund proposed in Recommendation VIII-3 might fund the work of this task force.

Recommendation III-10. Working with the Directors of Undergraduate Studies (DUSs), provide coordination among arts and humanities programs in order to strengthen the community of arts and humanities majors. Bringing undergraduates with similar interests in the arts and humanities together for trips to arts and cultural institutions and for symposia at peer institutions will make available opportunities that small departments with limited faculty resources would otherwise be unable to provide. Work with the Homewood Arts Programs to include non-majors with similar interests. Consider the creation of a residential component in the new Charles Commons that would further strengthen the community of young arts and humanities enthusiasts and scholars. (Elements of this recommendation are cross-listed with Recommendation IV-8.)

Recommendation III-11. Examine ways in which a strengthened relationship between the new program in Theater Arts & Studies and Theatre Hopkins might provide students more opportunities to study, perform, and enjoy drama. (This recommendation is cross-listed with Recommendation V-4.)

Recommendation III-12. Establish a comfortable and acoustically sound film screening or viewing room and film storage space to support the Film & Media Studies program. At least five possibilities could be explored: Gilman Hall when it is renovated; the Mattin Center after non-arts offices are relocated; Shriver Hall after the non-arts services are relocated; the auditorium within The Baltimore Museum of Art; or the new performing arts center after it is built. This recommendation should be considered within the context of the Krieger School's overall commitment to and investment in the Film & Media Studies program. (This recommendation is cross-listed with Recommendation VII-5.)

The Co-Curriculum

Recommendation IV-1. As enthusiasm in the arts among students grows, prepare to expand the co-curricular, self-directed opportunities for students to engage with the arts. Assure that those opportunities reflect the full range of diversity within the Johns Hopkins community. Expansion of the number of humanities majors is likely to increase the demand for co-curricular opportunities to participate in the arts that, in turn, will increase the need to expand facilities that support the arts at Homewood. (See Chapter VII for a discussion of arts facilities at Homewood.)

Recommendation IV-2. Develop a “one-stop shopping” web-enabled clearinghouse for students that provides information for student artists and arts groups as well as for patrons of student arts: on-line forms, on-line room requests, on-line calendar of all arts-related campus events, on-line application for SAC funding, and information about how to join and to support arts groups. Ideally the on-line event calendar would be such that it would allow students to submit their own events to the calendar and also to link directly with the University's calendaring system so that double entry is not required. (Note: The University's on-line calendaring system is available to, but not currently used by, students.) This website should also include a page devoted to a user-friendly listing of frequently used campus rooms that are available for practices or performances and how to reserve them. (See Appendix G for a listing of commonly used rooms.)

Recommendation IV-3. Develop and sustain alumni giving and other fund-raising strategies for student arts groups, working in collaboration with Johns Hopkins' Office of Annual Giving (OAG). Provide information about the annual fund to student groups every fall as part of their annual orientation program. Given that the leadership of student groups turns over each year, the continuity offered by a designated staff position with responsibility to nurture and sustain the relationship with OAG is critical.

Recommendation IV-4. Explore the possibility of establishing an endowment to support student arts groups, working with Homewood Deans and Directors, as well as Development staff.

Recommendation IV-5. Increase students' awareness of and participation in the rich arts and cultural offerings from a myriad of museums, artists' organizations, and performance arts organizations in Baltimore City. Work to increase availability of Baltimore's Collegetown buses

for off-campus cultural events that appeal to a diverse array of Hopkins students. Consider expanded arts programming during new student orientation and “arts excursions” similar to the Residence Hall evening at the National Aquarium. (This recommendation is cross-listed with Recommendation VI-5.)

Recommendation IV-6. Work with student theater groups and with the leadership of the Theater Arts & Studies program and Theatre Hopkins to form a “theater alliance” in order to better coordinate schedules, mediate conflicts, prevent duplication, and increase cooperation among students interested in theater.

Recommendation IV-7. 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. (Elements of this recommendation are cross-listed with Recommendations V-3, V-6, and V-14.)

Recommendation IV-8. Work to increase the cooperation and collaboration between curricular and co-curricular arts activities. Increase faculty awareness and support for relevant student activity. For example, work with play writing faculty to perform student plays; work with Writing Seminars faculty to support student literary magazines; add a faculty member to the Mattin Center Advisory Panel. (Elements of this recommendation are related to Recommendation III-10.)

Recommendation IV-9. Expand the fine arts offerings of the Homewood Art Workshops (HAW). Consider creative new uses of weekday evenings and the January Intersession.

Recommendation IV-10. Look for ways to expand funding for student arts groups within the context of a review of the current (but nearly 20-year old) methodology for distributing student activities funds to all groups.

Recommendation IV-11. Consider the consolidation of all co-curricular arts programming in one HSA unit rather than having it report to two different Associate Deans. For example, assign the Digital Media Center to the Director of the Homewood Arts Programs.

The Homewood Campus as an Arts Destination

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.)

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.)

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

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.)

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.

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.)

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.

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

Baltimore City Arts Institutions

Recommendation VI-1. Work with the BMA and the WAM to institutionalize a position (currently held by Dr. Elizabeth Rodini) that focuses solely on facilitating joint research, teaching, and other projects between and among the three institutions. A permanently funded position, along with some administrative support, would permit the Krieger School to be more intentional about such collaborations while providing continuity from year to year, especially for multi-year projects. (This recommendation is cross-listed with Recommendation III-8.)

Recommendation VI-2. Work with the BMA and the WAM, individually and collectively, as they move forward with the implementation of their strategic plans, with an eye toward joint projects that enhance the missions of each institution and strengthen the arts community in Baltimore. Examples of cooperative ventures that are worth exploring include those involving collection registration, storage, display, and conservation as well as consolidation of some library services.

Recommendation VI-3. Explore the possibility of offering a museum studies program for Hopkins students. (This recommendation is cross-listed with Recommendation III-8.)

Recommendation VI-4. Participate at the University level in the “BaltimoreFunGuide,” the on-line calendaring system developed and managed by the Greater Baltimore Cultural Alliance for the purpose of publicizing all Baltimore area Hopkins arts events (performances, exhibitions, and so on) and of encouraging students to learn about and participate in arts events all over Baltimore.

Recommendation VI-5. Increase student engagement with arts exhibits and performances by Baltimore City arts organizations. For example, promote the BMA’s free admission policy for JHU students and explore ways to utilize the J-Card to make on-line purchases of discounted student rush tickets. (This recommendation is cross-listed with Recommendation IV-5.)

Homewood Arts Facilities

Recommendation VII-1. Undertake basic renovation of Shriver Hall’s auditorium and related performance spaces, such as the green rooms. As space becomes available elsewhere on campus (e.g., the Wyman Park Building), move non-arts related operations out of the building to provide space for rehearsal rooms, piano storage, improved green rooms, and other performance-related needs. (See Appendix L for a complete list of recommended renovations to Shriver Hall.) Explore the feasibility of hiring a full-time, technical director for the auditorium. (This recommendation is cross-listed with Recommendation V-1.)

Recommendation VII-2. Conduct a programming study to determine the need for a dedicated performing arts facility with one or more performance venues, rehearsal rooms, screening room, piano storage, green rooms, and a box office, possibly on the Wyman Park Building property. While the task force concluded that a renovated Shriver Hall auditorium (see Recommendation VII-1 above) is desperately needed to meet a broad range of current and future campus needs, without significant reconstruction and expansion of the entire building it is not likely to become the kind of performing arts center appropriate for a university with the stature and mission of Johns Hopkins. While the task force concluded that a center devoted to the performing arts is needed, it did not have the time and resources necessary to determine how many and what size performance and rehearsal spaces should be housed in the new performing arts center. A programming study needs to be conducted to determine the optimal configuration of performance, practice, and other campus spaces within the context of other performing arts venues near the Homewood campus. The programming study should envelop the assessments required in all the facilities recommendations that follow and should result in a “Performance Master Plan” for the Homewood campus.

Recommendation VII-3. Conduct a feasibility study for converting the Arellano Theatre within Levering Hall from a “place of assembly” to a performing arts space. (See Appendix M for a list of recommended renovations to the Arellano Theatre.) If the costs are not prohibitive, convert the space as soon as possible.

Recommendation VII-4. As space for critical student activities functions become available elsewhere, relocate non-arts-related offices out of the Mattin Center, making room for rehearsal and performance spaces designed for music, additional display spaces for student artwork,

visiting exhibitions, and other artifacts. Set some of the additional space within the Mattin Center aside for much needed storage space for instruments and theater props.

Recommendation VII-5. Establish a comfortable and acoustically sound film screening or viewing room and film storage space to support the Film & Media Studies programs. At least five possibilities can be explored: Gilman Hall when it is renovated; the Mattin Center after non-arts offices are relocated; Shriver Hall after the non-arts services are relocated; the auditorium within The Baltimore Museum of Art, after it is expanded as part of the museum's master plan; or the new performing arts center after it is built. (This recommendation is cross-listed with Recommendation III-12.)

Recommendation VII-6. As new buildings are brought on-line, consideration should be given to the creation of spaces where the arts can be exhibited and perhaps practiced and/or performed. (This is also true for newly acquired, but older buildings that are being renovated.) In regards to the performing arts, it would be wise to consider building multi-purpose rather than single function auditoria, given the cost of these facilities and the tight budgets under which each is constructed. That is, fit appropriate spaces with sufficient light and sound systems to support student and other performing arts groups as well as classroom lectures. Two buildings that might accommodate multi-purpose auditoria are currently on the drawing board: the Computational Sciences Building and the South Quad Visitor Center. Likewise, the Freshman Residential Quad at the north end of campus will provide another opportunity to include musical practice rooms and exhibition space. In regards to the visual arts, the Bloomberg School of Public Health provides an excellent model for displaying art in public spaces.

Recommendation VII-8. Purchase and provide proper storage for high quality pianos so that Peabody faculty and students can perform at Homewood.

Recommendation VII-9. As the Campus Master Plan is implemented, look for opportunities to relocate arts-related resources to the "arts corridor" and to relocate non-arts-related functions currently housed in corridor buildings to other University buildings. (This recommendation is cross-listed with elements of Recommendations V-1 and VII-1.)

Recommendation VII-10. Explore the feasibility of constructing and staffing a centralized box office to support ticket sales and to provide information about all Johns Hopkins, including The Peabody Institute and the medical institutions, ticketed functions whether related to the arts or not. A centralized box office, easily accessible to Homewood faculty, students, and staff, and to campus visitors would provide an enormous boost to the arts and other events, such as athletics, at Johns Hopkins, especially Homewood and Peabody. Knowledgeable staff would be able to provide information about the events. The new South Quad underground parking garage would provide an easily accessible location for the box office, perhaps next to the new Parking Services Office. Other possible locations include: the lobby of Levering Hall, Shriver Hall, the 33rd Street entrance to the Charles Commons, and the new campus book store on the corner of St. Paul and 33rd Streets. The box office of the new performing arts center (Recommendation VII-2 above) would subsume the functions of this interim box office.

Organization and Management of the Arts

Recommendation VIII-1. Establish a senior leadership position, Vice Provost of the Arts, specifically charged with overall promotion, support, facilitation, and coordination of the non-academic arts at Hopkins. Because of the HopkinsOne initiative and other current budgetary constraints, the responsibilities—listed below—could be added in the short-term to the portfolio of an existing staff member and arts enthusiast. In any case, the designated person would act as a catalyst rather than a “Minister of the Arts,” working in partnership with divisional representatives to identify a shared strategy for the arts. More specifically, s/he would identify effective ways to promote the arts across the University, to safeguard the University’s arts assets, and to leverage divisional strengths to create synergies that showcase the world of the arts at Hopkins. Working in concert with the Arts Coordinating Council (see Recommendation VIII-2 below) and in collaboration with Krieger School faculty, the responsibilities of the Vice Provost for the Arts would include:

- Oversee the implementation of the recommendations contained in this task force report, with particular attention in the short-term to the ten priority recommendations listed in Chapter I. Report on progress periodically to the Provost and Council of Deans.
- Provide leadership to the University’s Arts Coordinating Council (see Recommendation VIII-2 below).
- Ensure that resources needed to sustain a vibrant program for the arts at Johns Hopkins are obtained. Develop a comprehensive funding strategy that identifies appropriate sources of funding to achieve this report’s recommendations.
- Act as a champion for existing and new arts facilities to assure that they are satisfactory to support achievement of the vision described in this report.
- Devise new and more effective strategies for increasing participation (a) of Johns Hopkins students, faculty, and staff in the arts both on and off-campus and (b) of the citizens of the Baltimore-Washington area in the arts at Johns Hopkins. For example,
 - Promote the use of University facilities by professional and community performing arts groups, such as the Shriver Hall Concert Series.
 - Work with divisions to provide innovative programs, e.g., Homewood’s recent \$1 aquarium trip sponsored by the Residents Advisory Board.
- Improve coordination, collaboration, communication, and planning efforts between and among stakeholders in the arts at Hopkins in order to maximize benefits to intended audiences and to effect cost savings.
- Help strengthen the University’s relationship to Baltimore-Washington arts and cultural institutions and organizations, including, but not limited to, The Baltimore Museum of Art The Walters Art Museum, and the Shriver Hall Concert Series. For example, represent the University as a member of the Greater Baltimore Cultural Alliance and represent the

University's interest to the Maryland State Arts Council and Maryland State Humanities Council.

- Work in partnership with the JHU Office of Communications and Public Affairs to identify and implement strategies to promote and increase the visibility of the arts at Hopkins. For example,
 - Work with the JHU Webmaster to further enhance the usefulness and attractiveness of the University's Arts and Culture website.
 - Purchase membership for University and participate in GBCA's on-line events system called "BaltimoreFunGuide." (This part of the recommendation is cross-listed with Recommendation VI-4.)
- Oversee the development and continuing appropriate application of a university-wide policy for management and display of the University's visual arts collections.
- Prepare an annual "state of the arts" report for the University. Develop metrics so that the goals of the ACC can be measured and evaluated.

Recommendation VIII-2. Establish a University-wide Arts Coordinating Council (ACC) to work with and advise the Vice Provost for the Arts. The ACC would bring together periodically key stakeholders in the arts at Johns Hopkins and selected arts and cultural institutions in the Greater Baltimore area. The current "arts managers group" at Homewood would become an ACC subcommittee and may meet more frequently.

Recommendation VIII-3. Establish an Arts Innovation Fund to which faculty and students from across the University may apply to promote the study, enjoyment, or practice of the arts at Johns Hopkins. Preference would be given to innovative and interdisciplinary initiatives that include both faculty and students and have the potential to attract external funding and to become national models of innovations in the arts.

Funding for the Arts

Recommendation IX-1. The Vice Provost for the Arts, working in coordination with the University-wide Arts Coordinating Council, should ensure that resources needed to sustain a vibrant program for the arts at Johns Hopkins are obtained. S/he should develop a comprehensive funding strategy that identifies appropriate sources of funding to achieve this report's recommendations. (This recommendation is cross-listed with elements of Recommendation VIII-1.)