

THE JOHNS HOPKINS TASKFORCE ON THE ARTS

FINAL REPORT AND RECOMMENDATIONS

October 2025

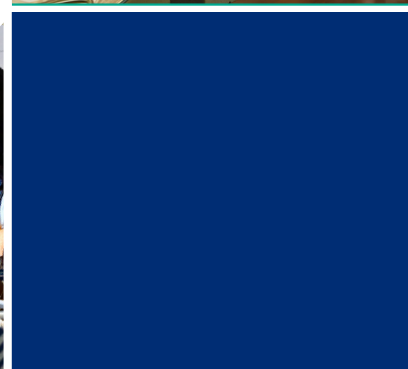
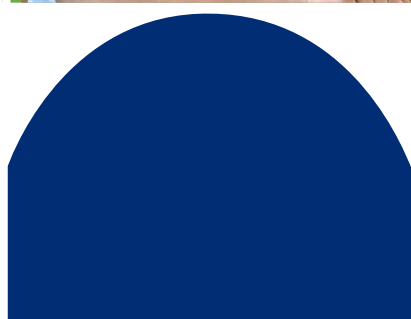
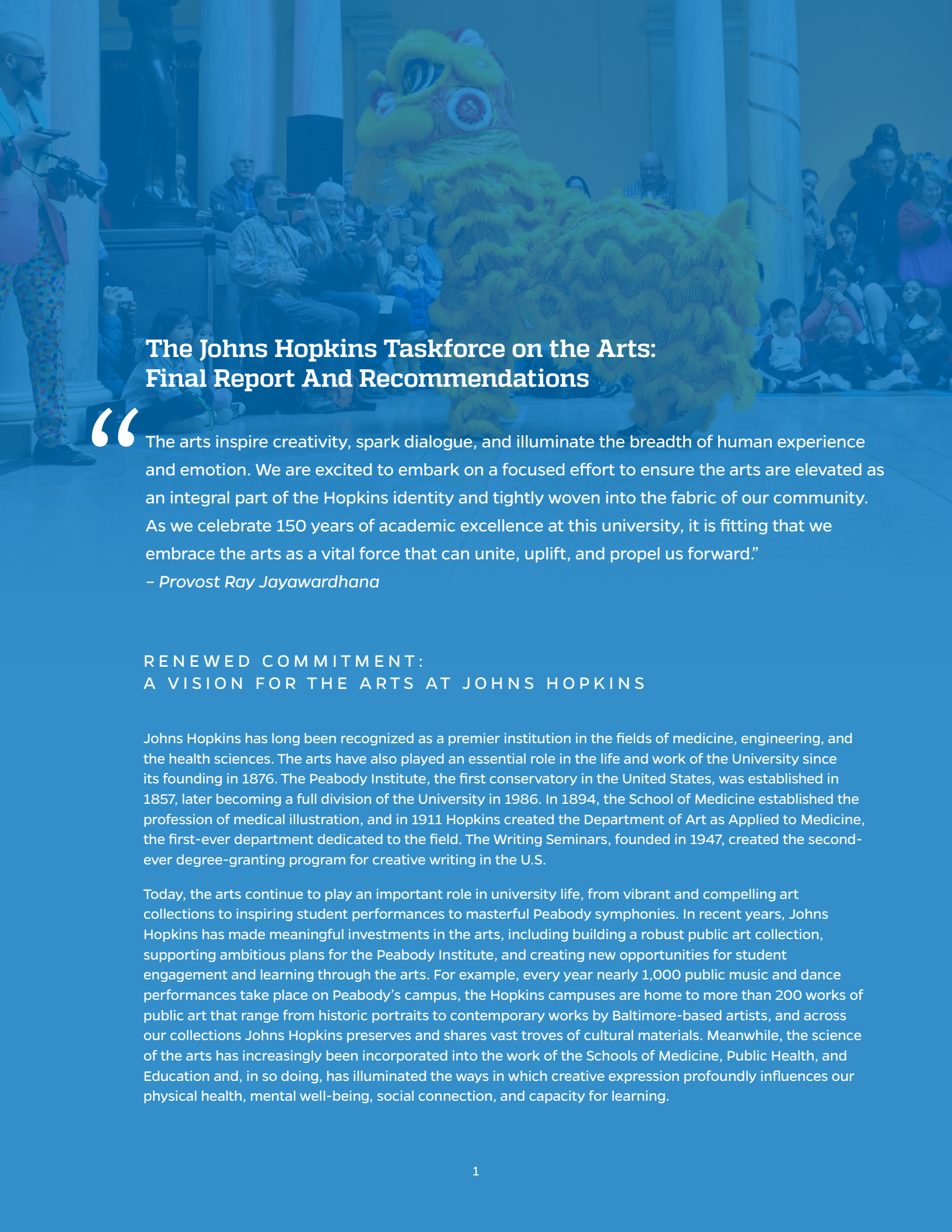


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The Johns Hopkins Taskforce on the Arts: Final Report And Recommendations

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The arts inspire creativity, spark dialogue, and illuminate the breadth of human experience and emotion. We are excited to embark on a focused effort to ensure the arts are elevated as an integral part of the Hopkins identity and tightly woven into the fabric of our community. As we celebrate 150 years of academic excellence at this university, it is fitting that we embrace the arts as a vital force that can unite, uplift, and propel us forward.”

– Provost Ray Jayawardhana

RENEWED COMMITMENT: A VISION FOR THE ARTS AT JOHNS HOPKINS

Johns Hopkins has long been recognized as a premier institution in the fields of medicine, engineering, and the health sciences. The arts have also played an essential role in the life and work of the University since its founding in 1876. The Peabody Institute, the first conservatory in the United States, was established in 1857, later becoming a full division of the University in 1986. In 1894, the School of Medicine established the profession of medical illustration, and in 1911 Hopkins created the Department of Art as Applied to Medicine, the first-ever department dedicated to the field. The Writing Seminars, founded in 1947, created the second-ever degree-granting program for creative writing in the U.S.

Today, the arts continue to play an important role in university life, from vibrant and compelling art collections to inspiring student performances to masterful Peabody symphonies. In recent years, Johns Hopkins has made meaningful investments in the arts, including building a robust public art collection, supporting ambitious plans for the Peabody Institute, and creating new opportunities for student engagement and learning through the arts. For example, every year nearly 1,000 public music and dance performances take place on Peabody’s campus, the Hopkins campuses are home to more than 200 works of public art that range from historic portraits to contemporary works by Baltimore-based artists, and across our collections Johns Hopkins preserves and shares vast troves of cultural materials. Meanwhile, the science of the arts has increasingly been incorporated into the work of the Schools of Medicine, Public Health, and Education and, in so doing, has illuminated the ways in which creative expression profoundly influences our physical health, mental well-being, social connection, and capacity for learning.

Despite a distinguished history of commitment and achievement in the arts, Johns Hopkins has not yet articulated a comprehensive, institution-wide vision to guide our future in the field—one that fully leverages our rich cultural and artistic resources, programming, and expertise. As a result, our progress, while meaningful, has been more incremental and opportunistic than proactive and visionary. As a leading comprehensive research university, we aspire to demonstrate our commitment to excellence and record of achievement in the arts comparable to what we have accomplished in medicine, public health, engineering, and other academic disciplines. This ambition requires a clear vision and cohesive strategy that unites the University's disparate artistic efforts and resources and brings the arts more fully into the academic and student experiences.

This report lays out such a vision and strategy. The renewed and focused commitment called for by this report will help to shape a more connected, inspired, and forward-looking Hopkins while advancing several bold goals of the University's [Ten for One](#) strategic plan, including:

- **Invigorating our sense of community and shared on-campus experience** by making the arts a defining element of campus life.
- **Creating the preeminent undergraduate experience** through vibrant new arts programs, spaces, and opportunities for all students.
- **Embarking on ambitious cross-university endeavors** in the arts that build innovative partnerships and bring our vision of One University to life.
- **Developing a new generation of partnerships and programs** that nurture the creative aspirations of our neighbors and create opportunities to deepen our connection with the city of Baltimore and other communities we serve.
- Embracing the richness of artistic expression across **different peoples, backgrounds, experiences, and thoughts** to foster a culture of dialogue, creativity, and engagement.
- Amplifying Hopkins as a place of creative discovery and artistic excellence that **attracts the best faculty** and solidifies our status as a **national employer of choice**.

We are pleased to present in this report the results of the Taskforce on the Arts' deliberations, reflections, and recommendations. Our hope is that this document provides a roadmap for Johns Hopkins to bring the arts into fuller alignment with the University's academic mission, to deepen their impact on student life and scholarship, and to provide further support for Hopkins as a global leader in creative discovery and artistic innovation.

“ Throughout its history, Johns Hopkins has maintained a deep commitment to the arts and humanities. The work of the Taskforce builds on that commitment to outline a strategic and synergistic vision that strengthens our engagement with arts across all divisions of the University.”

– Dr. Daniel H. Weiss



TASKFORCE AND CHARGE

Commissioned by Provost [Ray Jayawardhana](#) in the spring of 2024, the Taskforce on the Arts was charged with identifying areas of opportunity in the arts and developing specific recommendations for implementation, which are outlined in the following pages.

The Taskforce consisted of sixteen members, including faculty, students, staff, supporters, and friends with representation from eight of the University's eleven divisions (see [Appendix 1](#) for full membership list). In addition to monthly convenings, the Taskforce's work included:

- Consulting with students, faculty, staff, alumni, friends, and other members of the wider community to assess the current landscape of arts education, programs, partnerships, and use of resources.
- Conducting a comprehensive study of peer institutions to identify best practices, distinctive areas of opportunity for Hopkins, and larger cultural and arts-related trends.
- Identifying opportunities to help us improve the quality of our offerings and enhance our commitment to the arts and culture both globally and locally.

The overall objective of the Taskforce was to develop a university-wide strategic vision for the arts at Hopkins as a means of strengthening our cultural programs and academic offerings; elevating the visibility of the arts as a core strength and essential component of our global institution; enriching the campus experience for our students, faculty, and staff; and reinvigorating our connection to Baltimore and the other communities that we serve across our campuses and around the world.

INVENTORY: CURRENT RESOURCES AND PROGRAMS

Johns Hopkins already possesses a rich foundation on which to build its future in the arts. Across our campuses, the University sustains a wide range of programs, collections, and spaces that reflect both longstanding traditions and emerging fields of creative inquiry. These resources demonstrate the breadth of artistic activity already thriving at Hopkins. Together, they highlight the University's deep capacity to integrate the arts into teaching, research, and community life.

Hopkins' current resources include:

- A wide range of degree-granting programs and extra-curricular offerings in creative writing, visual art, medical illustration, music, art history and archaeology, museum studies, theater, photography, film, and neuroaesthetics, among others.
- Professional training and terminal degrees in a variety of creative and humanistic disciplines in the Krieger School and Peabody Conservatory.
- Extensive holdings in the University libraries and within three museums, as well as exhibition and performance spaces across the University.
- A significant and growing collection of public art throughout our campuses and within our buildings.

(See [Appendix 3](#) for a complete list of art programs at Hopkins and [Appendix 4](#) for a complete list of art spaces and facilities)

A DEFINING MOMENT

This report arrives at a moment of profound challenge and change for higher education—here at Hopkins and across the nation. We face an era of shifting expectations and pressing uncertainties, yet also one rich with opportunity for renewal and imagination. Within this landscape, we affirm that the arts are not ancillary but essential to our work: driving inquiry, cultivating joy, uniting and uplifting communities, and opening spaces for dialog, reflection and discovery. Because the arts have played a central role at Hopkins throughout our history, we build upon a legacy of excellence and deep commitment across the institution. In so doing, we can accomplish the objectives of this initiative—including the creation of a unified vision—by drawing primarily upon existing resources during the first phases of our work while allowing time for us to outline specific projects that will require significant incremental investment in the years ahead. It is in this spirit that these recommendations have been developed, with the conviction that the arts can help Hopkins meet this moment with creativity, resilience, and vision.

THE 150TH ANNIVERSARY

This report also coincides with a momentous anniversary for the University, which provides a powerful catalyst for the first phases of implementing its recommendations. These recommendations are designed to align with these celebrations and lay the foundation for sustained progress in the years ahead. The Sesquicentennial's aims run in parallel with ours: advancing the goals of the Ten for One; celebrating Hopkins' role as the nation's first and a globally preeminent research university; fostering deeper connections with alumni, neighbors, and friends; showcasing the full breadth of Hopkins' achievements with creativity and distinction; and elevating the enduring ties and shared vitality of Hopkins and Baltimore.



OUR VISION

In developing our recommendations, we seek to inspire our community's creative aspirations, cultivate deeper collaboration across all Hopkins divisions and campuses, and strengthen our ties with Baltimore and with the diverse communities we engage around the world. By weaving the arts more intentionally into the fabric of our institution, we hope to drive meaningful progress toward a more vibrant, connected, creative Hopkins—enriching our programs, offerings, and identity in powerful new ways.

Our vision for the arts at Hopkins is bold and expansive: to make the arts integral to who we are as a university and how we engage with the world. We envision a Hopkins where:

- All students have meaningful encounters with the arts, whether as creators, scholars, collaborators, or audience members.
- The Hopkins mission of teaching, research, and practice is informed, inspired, and enriched by the arts across all divisions of the University.
- The arts become a core element of our institutional identity, vision, and practice.
- Hopkins serves as a reliable and essential public resource for culture and the arts.
- With the support of the University, Baltimore becomes a leading city for the arts, and that the arts contribute meaningfully to community building, economic growth, civic engagement, wellness, and human flourishing.

Moreover, we aspire to highlight and build upon the strength of our cultural resources, the vitality of our artistic programs, the depth of our creative achievements, and the impact of our scholarship in the arts, reflecting the excellence that defines Johns Hopkins.

AREAS OF DISTINCTIVENESS

The recommendations that follow build upon the core strengths that have long distinguished Johns Hopkins and that continue to define its leadership in higher education. Our vision for the arts is rooted in Hopkins' unique character and grounded in the very attributes that have propelled our institution forward for nearly 150 years:

Interdisciplinary Collaboration: Hopkins is home to an extraordinary diversity of academic disciplines and professions. Here, art is not only a field of inquiry and practice, but also a lens and method, helping our community ask questions, explore ideas, and open new ways of understanding the world.

Wellness and Human Flourishing: The arts will play a critical role in promoting health and wellbeing—mental, physical, and emotional—in alignment with the values of the Johns Hopkins Health System and the University's pioneering leadership in medicine and the health sciences.

Ubiquity and Access: A commitment to equity and balance in creative expression to ensure that every student has the opportunity for meaningful engagement with the arts.

Advanced Learning and Discovery: Engagement with the arts in all its forms will be a catalyst for discovery, supporting meaningful advances in research, powering innovation, enriching wellness and personal growth, and promoting civic engagement.

Rigor and Excellence: As with every endeavor at Hopkins, our commitment to the arts will be defined by rigorous and substantive investigation, and the highest standards of scholarly and creative practice.



SUPPORTING ACADEMIC EXCELLENCE IN THE ARTS

The Arts Taskforce affirms and supports the central role of the academic divisions in advancing the arts at Johns Hopkins. Indeed, academic excellence and innovation must be at the center of our work in the arts, just as they are in all other areas of the University.

While it is not within the mandate of the Taskforce to recommend specific academic initiatives across the institution, an important outcome of this effort is to chart a course forward and create the conditions for transformative ideas to take root. We envision a supportive, unifying infrastructure that will champion and sustain arts-focused academic programs across the University, serving as a resource that empowers the divisions to pursue new initiatives and curricular innovations that embed the arts more into the life of the University.

RECOMMENDATIONS

The Taskforce on the Arts has developed a set of comprehensive recommendations which include both incremental improvements and transformational initiatives, offering support for new programs and opportunities, as well as existing ones.

These recommendations are organized into the following areas:

- 1. Engaging our Community:** Inspiring students, faculty, and staff through innovative arts initiatives and programs.
- 2. Strengthening our Resources:** Expanding access to the arts as a powerful medium for teaching, learning, and exploration.
- 3. Fostering Partnerships and Collaboration:** Deepening our engagement in the arts with Baltimore and other communities we call home.
- 4. Sustaining our Progress:** Ensuring ongoing support, visibility, and coordination of the University's commitment to the arts as a fully integrated and essential part of the Hopkins enterprise.

The recommendations outlined in this report can be implemented in a series of steps beginning in the current academic year (2025 - 2026) and continuing for the next three to five years (see **Appendix 2** for relative timing of implementation).

As a means of moving this work forward, the Office of the Provost has requested that the Senior Advisor for the Arts, who has been serving as Chair of the Taskforce, lead the implementation work with the core Taskforce team, consisting of the Arts Initiative Administrator and Senior Administrative Coordinator. The Taskforce is in support of this decision and has developed these recommendations under the assumption that an Office of the Arts will oversee their implementation. The Taskforce's suggestions for sustaining this work are outlined in more detail in **Section 4** of the Recommendations.

1. ENGAGING OUR COMMUNITY

Recognizing that the arts engage and inspire us all regardless of our specific academic pursuits, the Taskforce recommends a series of creative programs, events, workshops, and social gatherings dedicated to building community around the arts.

1.1: Elevate the Arts as a Key Element of the University's 150th Anniversary

The Johns Hopkins Sesquicentennial is an immediate and valuable opportunity to elevate the arts within and beyond the university community and to explore several key themes as it pertains to the arts:

- How the arts play a central role in our work across the university, from the humanities to the sciences and engineering.
- How the arts engage us all, as creators, audiences, students, scholars, scientists, engineers, and leaders.
- How the arts serve as a source of joy, inspiration, and well-being.
- How the arts build community and encourage deeper conversation and connections.

The Sesquicentennial Celebration will take place over 16 months, from October 2025 through December 2026, led by the Hopkins Sesquicentennial Office with guidance from a faculty panel under the leadership of Dan Weiss. The celebration will encompass a wide range of events and programs, include a series of Hopkins Conversations and Capstone Event, as well as myriad other activities, and fueled in part by an internal grant program established especially for this milestone.

The awards program and key events and series of the Sesquicentennial should seek to engage the university and local community as well as leading artists, scholars, and scientists to explore a wide range of themes that connect the arts and ideas to the larger world and, in so doing, draw on core strengths at Hopkins and position the University as a leader in the arts.

Arts awards might support events such as:

- **Prologue** – A series of events leading up to the main festival.
- **Regional Events** – Opportunities for Hopkins affiliates (faculty, students, and staff) to travel to several cities, both national and international, to share recent creative and scholarly work in the arts.
- **Online Events** – Opportunities to engage affiliates on virtual platforms.

Conversations and Capstone events might consider six broad themes with respect to arts programming and showcasing existing opportunities:

- **The Arts and Wellness:** to highlight diverse initiatives at the intersection of health and wellness, a field in which Johns Hopkins is a leader.
- **The Creative Imagination:** to explore the creative process and the place of imagination through creative awards, panel discussions, conversations with artists, and other events.
- **Exhibitions & Performances:** to experience the arts directly.
- **Social Events/Gatherings around the arts:** to provide opportunities for the community to have shared artistic experiences.
- **Workshops:** to invite the Hopkins community to participate in creating art individually and collaboratively.
- **The Science of the Arts:** to explore the ways in which neurobiology and translation of the arts contributes to learning, public health, healing practice, scientific experimentation, and the formation of policy.





1.2: Establish the Distinguished Scholar/Artist-in-Residence Program

Each year, through the Office of the Arts, Hopkins would host one or two prominent artists or arts-related scholars from a variety of disciplines across the University's campuses. These visitors would spend a semester (or some other agreed-upon period) at Hopkins, engaging deeply with faculty, researchers, and students in various settings.

From moderating panels to giving guest lectures, these distinguished visitors would foster dialogue between the arts, science, medicine, public health, business, and the humanities, inspiring students and offering fresh perspectives on creative innovation. Distinguished visitors could provide strategic guidance on research, education and practice; offer mentorship and support to emerging scholars; and serve as global ambassadors, promoting the importance of arts-based programs for health, wellbeing, learning and more.



1.3: Host "Hopkins Creates" Days and Pop-up Events

These University-wide events would invite students, faculty, and staff to have shared creative experiences. This initiative could also be expanded to include the Baltimore community with events such as rotating arts exhibitions, installations, and performances, as well as pop-ups in non-traditional spaces such as the sculpture garden or public areas on campus.



1.4: Explore the Integration of the Arts in Student Services

Integrating the arts into Student Services would enrich the student experience by providing outlets for creativity, community, and well-being. Through programs, workshops, and collaborations focused around human flourishing and identity formation, Hopkins can create spaces for students to engage with the arts as a tool for growth. Hopkins can use existing resources from the Schools of Medicine, Public Health, Nursing, Education, Arts & Sciences, the Peabody Institute, and Student Arts Organizations to develop these programs.

As a next step, the Office of the Arts will further explore the ways in which arts for human flourishing might be incorporated into Student Services, including Student Health and Well-Being, Life Design, and Diversity & Inclusion.



1.5: Evaluate the Feasibility of an Arts Innovation Lab

An Arts Innovation Lab would support and sponsor innovative arts-related collaborations between Baltimore artists/arts institutions and Hopkins community members. A pilot program might be implemented in which a call for proposals would encourage faculty and students to reach out to local artists/art institutions to learn more about their work and discuss potential collaborative projects. The community and academic partners would be asked to submit a proposal that models [existing principles and best practices for community engagement](#), and that includes an abstract, project narrative, and a statement of expected community impact.

The intention of this initiative would be to facilitate deep learning through art while creating meaningful relationships with the Baltimore community. An example would be such work as the [partnership](#) between the Maryland Association of Community Health Workers, the Johns Hopkins Center for Health Equity, and the Baltimore Museum of Art which showcased the pandemic experiences of Community Health Workers and their impact on health equity through the work of artist LaToya Ruby Frazier.



1.6: Consider Restarting the National Arts Program

The National Arts Program, a non-profit which funds and supports workplace exhibitions centered around the artistic expression of employees, maintained an ongoing partnership with Johns Hopkins Medicine from 2008 to 2020. The program sponsored annual exhibitions to which healthcare workers, staff, and their families could contribute works at the amateur, intermediate, and professional levels.

While this program was brought to a halt during COVID, there remains interest and energy for this collaboration which offered unique opportunities for creative expression and community building on the medicine campus.



1.7: Draw Upon the Peabody Community

Drawing on the extraordinary resources of the Peabody Institute, Hopkins should facilitate greater interaction between Peabody students and the larger Hopkins student body. In addition to strengthening the social fabric of the student community, the presence of Peabody musicians on other campuses enlivens the cultural experience for all. Moreover, Peabody faculty and students can serve as an important resource and driver in creating more direct access to music and dance across the university.

Example programs might include a residency in which Peabody students work across the University as coaches, performers, and teachers; a mentorship opportunity for Peabody students to teach and support co-curricular dance and vocal groups; and/or making Peabody minor classes and tuition remission benefits more widely available to the Hopkins community.

Peabody has an exceptional record of community involvement and artistic collaborations in Baltimore and Washington, D.C. The Office of the Arts can support these efforts to identify new opportunities and additional resources to enhance community engagement initiatives.



2. STRENGTHENING OUR RESOURCES

Since the time of its founding, Johns Hopkins has devoted considerable resources to building its collections of artistic, cultural, and historical materials, which are now housed across the university's libraries, museums, and academic departments. These collections are not static repositories—they are living assets that reflect the university's distinctive history, evolving vision, and deep intellectual legacy. Uniquely tied to the identity of Hopkins, they offer invaluable insight into the people, places, and events that have shaped our world. Engaging with these artifacts and spaces enriches scholarship, teaching, and discovery across every school and discipline. They are true treasures—sources of inspiration, inquiry, and connection that contribute immeasurably to the academic and cultural vitality of the university.

The recommendations in this section are dedicated to supporting these extraordinary cultural assets, fostering greater integration into research and learning, and identifying opportunities for continued investment in facilities, collections management, and strategic growth. Recommendations 2.1-2.5 focus on Cultural Property and Visual Arts Collections at Johns Hopkins, and recommendations 2.6-2.9 focus on Facilities and Spaces.

Cultural Property and Visual Arts Collections at Johns Hopkins

Johns Hopkins' cultural property and visual arts collections consist of almost 35,000 items that enrich the intellectual and cultural life of the university with visual art and material culture of diverse styles, perspectives, identities, and objects that elucidate the university's history. Collection objects include, but are not limited to, fine and decorative art, ancient art and archaeological collections, historic portraits, monumental outdoor sculptures, commissioned site-responsive art, furniture, scientific apparatus, medical instruments, inventions, ceremonial objects, commemorative medals, and clothing.

The collections are located across the Hopkins campuses, with the bulk of them under the purview of the two university house museums, Evergreen and Homewood; the Archaeological Collection; the University Campus Collection; the Peabody Institute; the Department of Art as Applied to Medicine, and the Alan Mason Chesney Medical Archives. Smaller but still valuable collections are located at the Department of Earth and Planetary Sciences (Petrology), the Wilmer Eye Institute, and the Institute of the History of Medicine. Additional collections may be identified as our work advances in coming years.



2.1: Strengthen Our Digital Collections and Collection Discovery

Digital collections exist in various forms across the University. Some are free standing websites, others are part of online exhibits, and some are heavily-used archival collections documenting the University's history. These digital repositories are hosted by the Sheridan Libraries, the Chesney Medical Archives, University Campus Collections and Museums, and the Department of Art as Applied to Medicine.

The dispersed nature of these collections calls for a rigorous, cross-divisional approach to their discovery. The Sheridan Libraries is leading this initiative by enhancing the functionality of our current institutional repository, JScholarship, which includes content from across Hopkins. In academic year 2025-2026, Sheridan will also be implementing a local instance of Quartex, a digital asset management (DAM) system that will allow digital collections across Hopkins to be shared and presented through engaging digital exhibits. Finally, Sheridan's longer-term goal is to develop a central data store which will aggregate distributed digital content and allow for their integration into various platforms and applications.

To expand the University's digital collections, a more robust digitization program is needed, as well as additional curatorial support among our smaller cultural partners, such as the Department of Art as Applied to Medicine, to identify materials needing digitization.



2.2: Enhance our Presence on the Bloomberg Connects App

The Bloomberg Connects platform provides a place for the numerous and varied works of our schools, museums, libraries, and other collections to be showcased to internal and external audiences of the Johns Hopkins University and Medicine enterprise, and the world beyond.

In early 2023, Bloomberg Philanthropies initiated the idea for Johns Hopkins University and Medicine to join Bloomberg Connects, a free app offering digital guides to museums, galleries, gardens, public art, festivals, historic sites, and more. The Johns Hopkins University and Medicine guide was launched in October 2023 to include the four permanent art installations at the Hopkins Bloomberg Center, as well as selected works from the Charlotte R. Bloomberg Children's Center, the Sheikh Zayed Critical Care Tower, and the Homewood campus. The Irene and Richard Frary Gallery's first two exhibitions have also been added to the app.

Since 2023, the project team has developed, launched, and maintained the Hopkins guide, requiring more than 500 hours of dedicated work. While the addition of new content will be less time-consuming now that the guide is established, the project team's current greatest obstacle is maintaining and expanding content on the app with limited time, resources, and expertise. There are many opportunities to expand and grow the guide, including the addition of future works to be installed in planned capital projects such as the Hopkins Student Center, and content from presently untapped collections, such as the Peabody Library, the Homewood Museum, the Evergreen Museum and Library, and the Institute for the History of Medicine.

Bloomberg Connects offers numerous resources, including printing services and audio recording equipment, which can be used to amplify Hopkins' app content. As new resources to support this work are identified, opportunities to enhance the app should be explored.



2.3: Strengthen Physical Access to our Collections



Homewood Museum and Evergreen Museum & Library

We recommend continued support and access to the Homewood Museum and the Evergreen Museum & Library, which provide unique resources for the Hopkins community and see a combined annual audience of approximately 8,500 Hopkins students, faculty, staff, and members of the general public.

Homewood Museum, a National Historic Landmark, is home to a permanent collection of approximately 1,750 items, dating from the late eighteenth century to approximately 1825. The collection contains a wide variety of prints, books, textiles, metalware, furnishings, and ceramics/glass. Objects are displayed in the museum's 11 period rooms and are used to interpret the history of Homewood between 1801 and 1816.

Evergreen Museum & Library is listed on the National Register of Historic Places and houses a permanent collection of approximately 8,500 works of fine and decorative art assembled by two generations of Baltimore's Garrett family between 1880 and 1952. Evergreen has a small gallery space for rotating exhibits. The building is also home to the John Work Garrett Library, consisting of 30,000 rare books with strengths in 16th- and 17th-century English literature, natural history, and architecture.

Continued support for these museums is essential given their historic value and their contributions to teaching and learning at the University. The museums serve Hopkins students through classes, tours, internships, student-curated exhibits, and paid employment. The museums partner with the Program in Museums & Society, using the collections and buildings as focuses for course content. Additionally, Krieger School faculty use the museums as sites for student presentations and exhibitions.



Archaeological Museum

Founded in 1882, the Johns Hopkins Archaeological Museum (JHAM) is an interdepartmental center for teaching and learning with archaeological objects. The museum also provides experiential learning opportunities through student employment in the areas of archaeology, Egyptology, art history, conservation, epigraphy, and museology.

The museum holds over 12,000 archaeological objects from the geographic and cultural areas of the ancient Near East, Egypt, Greece, Rome, central Italy, Mexico, Central America, and South America, as well as North America and prehistoric Europe. As a teaching collection dedicated to interdisciplinary study, research, preservation, and interpretation, the JHAM seeks to facilitate hands-on, original investigation of its collections.

Each year, the museum hosts more than 30 courses, engaging nearly 1,200 students across disciplines. Class visits range from single sessions to semester-long courses held in the museum and include direct interaction with ancient artifacts, enhancing learning through hands-on activities and research projects. Instructors from all disciplines are encouraged to use the collection with museum staff offering support in selecting objects, facilitating class visits, and guest instruction.

In the near term, JHAM will work towards the following goals:

- Complete the reinstallation of the permanent collection (**summer 2025**)
- Hire student staff to support operations, research, cataloging, photography, and public engagement
- Reopen the museum and resume public programming during the fall of 2025
- Improve access to the collection through a searchable online catalog, including:
 - Migrating the current database to a new collections management system
 - Researching and cataloging the collection (less than 10% is completed)
 - Redesigning the museum website



Sheridan Library Special Collections and Archives

Special Collections houses an extraordinary array of rare books and historic documents, as well as materials pertaining to the history of the University. Collection strengths include travel and exploration, history of science, incunables, artists' books, early modern Europe, maps, natural history, American colonial history, and architectural history.

The University should continue to prioritize the use of its Special Collections for teaching and learning. Currently, the Collections serve an average of 700 researchers and over 100 classes each year. Researchers, including Hopkins faculty, students, and non-affiliated researchers, may access and consult materials at the George Peabody Library, the John Work Garrett Library, and the Brody Learning Commons Reading Room.

The Sheridan Libraries also develops programming through the Winston Tabb Special Collections Research Center and the [Virginia Fox Stern Center for the History of the Book in the Renaissance](#). The Tabb Center advances participatory research and public humanities through engagement with the archives and collections of the Sheridan Libraries & University Museums, with a particular focus on the Baltimore community, and also supports student research through its [Dean's Undergraduate Research Awards](#). The Stern Center engages primarily with scholars of the Renaissance, both at Hopkins and around the world.

Based on recommendations from the Taskforce, Sheridan Libraries has already made plans to add a room designed for teaching with collections to the Milton S. Eisenhower Library renovation. The room will be equipped with the necessary tools, security, and storage for the display and handling of objects.



Irene and Richard Frary Gallery

The Irene and Richard Frary Gallery is a free public art gallery at the Hopkins Bloomberg Center in D.C. that represents the University's most recent commitment to the creation of arts programming. This gallery presents special exhibitions on a rotating basis and is intended to serve the Hopkins community in Washington, the Washington cultural scene, and the University and public communities in the region.

The exhibition program is intended to draw on existing University collections, as well as materials more broadly, and partnerships with other institutions. The long-term objective of the Frary Gallery, which is well underway, is to establish the arts as a central commitment of the University in Washington.



2.4: Enhance Curation and Oversight of Visual Art and Material Culture in Public Spaces

Hopkins has a growing collection of art in public spaces which can be found on the Homewood Campus, on the East Baltimore Campus, at the Peabody Institute, and at the Hopkins Bloomberg Center, among others. The collection includes paintings and other works on paper, sculptures, and commissioned site-responsive works at locations including the Gilman Atrium, the Hopkins Student Center, and the Hopkins Bloomberg Center.

The Chesney Medical Archives manages most of the visual art and material culture on the medical campuses, while the Office of Cultural Properties (Sheridan Libraries) provides advisory and management services to collections on all other campuses. The Office of Cultural Properties should be supported in its work of developing and implementing a collections management policy that includes guidelines for acquisition and deaccession, management, preservation, storage, and exhibition of material and cultural collections at the University.



2.5: Establish Institutional Collections Policies

We recommend establishing formal guidelines at the institutional level for the stewardship of the University's cultural properties. Currently, there are no comprehensive Johns Hopkins policies beyond those governing gift review and acceptance. Through the development and implementation of new policies, Johns Hopkins can align with best practices for the professional stewardship of collections.



As a next step, additional work is required to identify collections across various departments so that stewardship standards can be uniformly applied.

Facilities & Spaces

The power of place lies in its profound ability to shape human experience, behavior, and connection. At its best, the built environment does more than provide shelter—it becomes a catalyst for curiosity, collaboration, and meaningful interaction. Creating spaces that are not only safe but truly welcoming invites individuals to engage, explore, and thrive. At Hopkins, we are already embracing this vision, designing buildings and a campus that reflect the emerging science of place and space. This foundation gives us a powerful opportunity to go further—integrating principles from neuroarchitecture and design to intentionally craft environments that support mental well-being, spark innovation, and foster a deeper sense of community.



2.6: Transform the Johns Hopkins Club into a Space for the Arts

Working with University administration, the Office of the Arts should support the initiative to renovate (or replace) the existing Johns Hopkins Club building to serve as a center for arts and culture on the Homewood campus. The elements of the space could include:

- Dining facility for 100 (5,000 sq. ft.)
- Gallery/exhibition and performance space (3,000 sq. ft.)
- Small event and performance space/conference center (2,000 sq. ft.)
- Offices for arts-related tenant(s) (2,000 sq. ft.)



2.7: Investigate Long-term Collections Storage Options

Over the years, the need has emerged for a high-quality storage space which can accommodate our growing collections and which is sufficiently accessible to the community on a regular basis. The first step of such a review would be to conduct a comprehensive assessment of current needs and facilities. The second steps would be to identify options for the future, and develop a project plan and timetable.



2.8: Assess Longer-term Space and Facilities Requirements to Support Enhanced Use for Instruction, Exhibition, and Practice in the Arts

As part of a comprehensive master planning process, Hopkins should conduct a study of all arts-related facilities currently in use, noting necessary resources or improvements for the years ahead. This would include such facilities as the Center for Visual Arts (CVA) and Film and Media Center at Station North, Merrick Barn and Arellano Theater on the Homewood Campus, as well as the Peabody Institute, the East Baltimore Campus, and the Hopkins Bloomberg Center in Washington, D.C. This study should be conducted in close consultation with the academic units to ensure that capital and resource planning is coordinated with curricular and other academic needs.



2.9: Create Two Advisory Groups to Support the Work of Collections Care and Arts Programming

The following groups would include divisional representation and would aim generally to foster greater collaboration and coordination across the University:

Collections Oversight Committee: to support the development of collections policies, evaluate art storage options, and engage in ongoing review and discussion about the care of Hopkins collections. The committee can also provide guidance for the development of a comprehensive inventory of university collections, policies, and best practices for preservation, access, and use in teaching. The Committee would be overseen and supported by the Office of the Arts.

Arts Programming and Events Committee: to consist of two intersecting subcommittees, one for the performing arts and the other for the fine arts, which would review upcoming events, optimize the use of resources and facilities, foster efficiencies and cohesion, and support marketing initiatives to promote the arts across the University and beyond. The Committee would be overseen and supported by the Office of the Arts.

3. FOSTERING PARTNERSHIPS AND COLLABORATION

Collaboration is a powerful driver of innovation, inclusion, and impact—and at Hopkins, it is a core principle guiding our institutional future. The University 10x1 Plan places a strong emphasis on building meaningful partnerships with our Baltimore neighbors and surrounding communities, recognizing that lasting change happens through shared purpose and collective action. This vision is deeply aligned with the goals outlined by the Taskforce on the Arts, which sees collaboration not only as a method for integrating the arts more fully into the university's teaching and research, but also as a way to strengthen community bonds and create shared cultural experiences.

In the arts, as in other disciplines, collaboration fosters interdisciplinarity, enriches the academic and campus experience, and amplifies access to knowledge, expertise, and resources. It also expands the reach and relevance of our programs, enabling both campus and community arts offerings to engage wider audiences through shared platforms and networks. By cultivating partnerships that are generative, inclusive, and rooted in mutual respect, Hopkins can break down silos and build a more connected, vibrant, and forward-looking academic and cultural ecosystem.

The Office of the Arts should provide support to partnerships spanning from formal to informal, temporary to long-term, individual to institutional, and local to global. The Office should offer high-level guidance on infrastructure, governance, and project development for arts-based collaborations.

As with all collaborations, arts-based collaborations should be rooted in asset-sharing and mutual respect. The Office of the Arts should use [existing university guidelines](#) when considering arts-based partnerships, emphasizing trust and transparency, co-commitment and co-creation, and accountability and respect. The Office of the Arts should honor the work of creatives by endorsing appropriate support and compensation for artistic partners.



3.1: Foster and Develop Partnerships with Key Community Institutions

The University should foster partnerships with the following community institutions with whom the University already has strong connections. These collaborations offer interdisciplinary opportunities that enrich student learning, create professional development pathways, and build enduring bridges between academic inquiry and public engagement. By investing in and expanding these strategic partnerships, Hopkins can model what it means to be a deeply-engaged urban university.



Baltimore Museum of Art

The [Baltimore Museum of Art \(BMA\)](#) and Hopkins have maintained a positive relationship for nearly 100 years. The BMA currently supports Hopkins in myriad ways, including organizing class visits, offering research assistance, teaching collaboratively with faculty, providing exhibition development experience for students, and hosting scholarly and social events. The University and BMA also lend art from their respective collections to support educational and research initiatives. The Krieger School and the BMA maintain a particularly strong relationship, which was formalized and expanded in December 2023 with the creation of a Memorandum of Understanding.

Hopkins has a unique opportunity to strengthen its relationship with the BMA at the university level. Rooted in a legacy of cooperation, Hopkins and the BMA can advance our respective institutional objectives while creating a greater level of mutual investment and deepening our mission of service to Baltimore and the greater public.



Baltimore Symphony Orchestra

The partnership between the [Baltimore Symphony Orchestra \(BSO\)](#) and the Peabody Institute goes back many years. Both organizations were founded as anchor institutions for the city of Baltimore, and since the BSO's founding in 1916, Conservatory faculty have also appeared on its stages as guest artists and members of the orchestra. For example, esteemed piano faculty member Leon Fleisher was featured at the opening of the Joseph Meyerhoff Symphony Hall in 1982, and music director laureate Marin Alsop also serves as chair of Peabody's Conservatory's conducting department. These interconnections create opportunities for professional and artistic interchange and provide students with a close-up look at orchestral careers.

Additional experiential learning opportunities for Conservatory students have included arts administration internships and training pathways to teaching artist positions in BSO's OrchKids program, a year-round music initiative in Baltimore city schools which provides Pre-K through 12th grade students with music education, instruments, academic assistance, meals, mental health resources, connection to social services, and performance and mentorship opportunities. By linking training programs at OrchKids, Baltimore School for the Arts, and Peabody Preparatory's tuition-free Tuned-In program, students from Baltimore city schools have a pathway to success in college and conservatory admission, and to future careers in music. This linked access to musical education and career opportunity also plays an important part in both Peabody's and the BSO's commitment to diversify the classical music industry's performers, conductors, composers, and audiences.



BMoreArt

A closer partnership with [BMoreArt](#), among the most engaged and vibrant art organizations in Baltimore, will allow the University to enrich its service to the City and explore new areas of opportunity.



Enoch Pratt Free Library

The Peabody Institute and the [Enoch Pratt Free Library](#) have a shared history in their namesakes, both of whom were leading Baltimore philanthropists. The Peabody began a partnership with the Pratt in 2017 to present at least one solo or ensemble performance per year in each of its 22 branch locations. Funded by the Pratt and coached/curated by Peabody, Conservatory students go through a competitive application process to present informal, interactive performances for audiences of all ages throughout the Pratt Library system. The Peabody at the Pratt program provides valuable community performance experience and prepares students for deeper, longer-term community engagement opportunities. As such, it serves an important function in a portfolio of scaffolded learning opportunities to build the skills of a citizen artist while also providing free, accessible musical programs throughout the library system.

Dean Fred Bronstein is committed to expanding Peabody's footprint in Baltimore as part of his first [Breakthrough Plan](#), which includes the development of a new curriculum to train audience engagement skills for 21st century artists.



Maryland Institute College of Art

The [Maryland Institute College of Art \(MICA\)](#) and Hopkins both participate in the Baltimore Student Exchange Program, which allows students from each institution to enroll in classes at the other. Other programs that collaborate with MICA include the Center for Visual Arts (Krieger School), the Program in Museums and Society (Krieger School), Design for America (Carey Business School), and the HEMI Extreme Arts Program (Whiting School). Hopkins and MICA have been successful in these informal partnerships and Hopkins should continue to pursue opportunities for collaboration with MICA as appropriate.

We recommend that the Office of the Arts work with University colleagues to help conduct a strategic review of the JHU-MICA partnership, including an evaluation of the JHU-MICA Film Center at Station North.



National Gallery of Art

The [National Gallery of Art \(NGA\)](#) and the Hopkins Bloomberg Center have developed a strong, collegial, and collaborative relationship that began with the opening of the center in 2023. This relationship is most robust around the programming at the Irene and Richard Frary Gallery, the commissioned art installations, and the Sam Gilliam Lecture Series. Notably, in the Fall of 2024 the Irene and Richard Frary Gallery partnered with the NGA to offer special lectures featuring Hopkins faculty as part of [National Gallery Nights](#).

The Hopkins Bloomberg Center is now exploring a collaborative relationship between NGA Film and the [Stories That Matter film series](#). The Irene and Richard Frary Gallery plans to invite an NGA researcher to curate the Fall 2025 exhibition, which may serve as the foundation for more formalized curatorial opportunities in the future. With its proximity to the NGA, the Hopkins Bloomberg Center has a unique opportunity to strengthen its relationship with the museum both at the local and university level.



The Walters Art Museum

Hopkins has maintained a strong partnership with [The Walters Art Museum](#) through endowed graduate student fellowships, museum teaching initiatives, and diverse collaborations between curators and faculty. In the next several months, new opportunities for collaboration should be explored between the Office of the Arts and the new leadership at The Walters.



3.2: Engage with Local Arts Institutions

In its initial phases of work, the Office of the Arts should identify other partners in Baltimore and beyond to strengthen creative engagement in the city. These may include:

- American Visionary Art Museum
- Artscape
- Baltimore Center Stage
- Baltimore City Schools
- Baltimore Creatives Acceleration Network
- Opera Baltimore
- Coppin State University
- Greater Baltimore Cultural Alliance
- Loyola University Maryland
- The Lyric Baltimore
- Maryland Art Place
- Maryland Citizens for the Arts
- Maryland State Arts Council
- Morgan State University
- The National Great Blacks in Wax Museum
- National Museum of Women in the Arts
- The Peale
- Reginald F. Lewis Museum
- Shakespeare Theater Company
- The University of Baltimore
- University of Maryland, Baltimore

The Office of the Arts should be mindful to seek out a variety of partnerships with organizations of various sizes, locations, and cultures so as to fully encompass the rich and multi-layered tapestry of art in Baltimore and our other local communities.



3.3: Investigate the Feasibility of an Arts Pass Program

An Arts Pass Program, such as exists at the [University of Michigan](#), would facilitate access for our students and community members to local performances and events by expanding an existing partnership with Baltimore Center Stage that provides free/reduced tickets to Theater Studies students.

Potential partners include: the Baltimore Symphony Orchestra, the American Visionary Art Museum, Opera Baltimore, Baltimore Center Stage, the Everyman Theater, the Chesapeake Shakespeare Theater, the Hippodrome Theater, The Voxel, the Reginald F. Lewis Museum, and the Parkway Theater. Students could also receive entry to special exhibitions within free museums.



3.4: Explore the Viability of a City-Wide Initiative

As stated in the University 10x1 Plan, the continued flourishing of our university depends on the success and vitality of Baltimore, home to many of the University's schools and programs. We recommend exploring the feasibility of a high-level, city-wide commitment to the arts in which Hopkins would be a leading partner. The goal of such an initiative would be to mobilize a mindset around the identity and priorities of the city as a place where the arts hold special importance.

The strongest and most promising future for Baltimore requires the development of an ambitious and positive vision for itself that builds upon authentic areas of strength, one of which is surely the importance of the arts. Such a vision would draw upon a strong and resilient foundation that would resonate with the Baltimore community and that could serve as an attractive basis for new investment and economic development in the city.

As a next step, the feasibility of this idea should be tested through a series of conversations with city leaders, including the newly launched Mayor's Office of Arts, Culture & Entertainment, and the Baltimore Office of Promotion & The Arts.



3.5: Expand our Global Partnerships

In service to our students and faculty, Hopkins should continue fostering partnerships with arts organizations world-wide. These partnerships can provide opportunities for residencies and access to scholarly materials at cultural institutions throughout the world.

The next stage of this work should involve identifying key partners which might include the American Academy in Rome and the American Academy in Berlin. These Academies support innovative artists, writers, and scholars living and working together in a dynamic international community. By partnering with these organizations and others, Hopkins faculty and graduate students would have access to several culturally rich locations.

Hopkins should also seek to engage more fully with our international campuses in Bologna and Nanjing. Other potential partners should be identified by the Office of the Arts in the next phase of planning.



4. SUSTAINING OUR PROGRESS

To fulfill the recommendations outlined in this report, and to sustain an institution-wide commitment to the arts, the Office of the Provost has requested that the Senior Advisor for the Arts, who has been serving as Chair of the Taskforce, lead the implementation work alongside the Arts Initiative Administrator and the Sr. Administrative Coordinator.

The Taskforce recognizes that the vision outlined in this report cannot be realized through short-term efforts alone but will require sustained leadership and commitment. In support of this, the Taskforce has developed the below recommendations which include the creation of a central entity—the Office of the Arts—within the Office of the Provost.



4.1: Provide Institutional Support & Oversight: The Office of the Arts

To support the ongoing work of the Taskforce, the Office of the Arts will work to fulfill the recommendations in this report, and in doing so will serve the following roles:

- **Implementation:** The Office will be responsible for realizing the recommendations of the Taskforce, partnering with existing entities as appropriate.
- **Communication:** The Office will make information about the arts more accessible so that community members are more aware of events and activities, and so that the public and our peer institutions can better understand our programs and objectives.
- **Promotion:** The Office will help market arts events and programs to the university and its local communities.
- **Support:** The Office will offer resources, enhance visibility, create efficiencies, and sponsor connections for the arts. This will include staffing support for the Collections Oversight and Arts Programming & Events Committees recommended in this report (2.9).
- **Facilitation:** The Office will coordinate arts activity on a university-wide scale and will be a central point around which arts entities at the University and in the greater community can converse, collaborate, and share knowledge and resources. This work will include support for the Arts & Ideas Festival.
- **Strategy:** The Office will help develop and articulate a central vision for the arts and will participate in strategy development and planning to support this work university-wide.
- **Evaluation:** Evaluation of our progress will be essential to ensure continued learning, growth, and impact—providing a framework to assess effectiveness, and elevate best practices. The Office of the Arts will produce annual reports to provide updates on progress and assessments of impact.

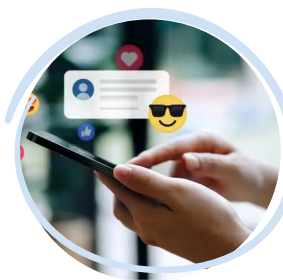
The Office of the Arts will consist of a Senior Advisor for the Arts, an Arts Initiative Administrator, and a Senior Administrative Coordinator. During the initial stages of implementation, the initiatives outlined in this report will be overseen by this team without additional resources.



4.2: Design and Operate a University Arts Online Resource

An arts website would serve as an essential tool to accomplish the objectives outlined in this report. The website would be a resource for both internal and external audiences and would serve the following purposes:

- Clearly communicate the purpose, goals, and ongoing progress of the recommendations outlined in this report.
- Consolidate and present information on the University's arts offerings, including academics, co-curricular activities, resources, and community engagement opportunities.
- Provide an accessible calendar of arts-related events to generate greater awareness and drive event attendance.
- If possible, provide access to ticketing or ticketing portals.



4.3: Support Public Outreach, Marketing & Communications

The Office of the Arts should serve as ambassadors to the arts, participating in events and programs sponsored by the Office of Development and Alumni Relations, the Office of the Provost, and other University partners.

The Office of the Arts should provide relevant information for the community related to events and various initiatives. The Office should work to develop a strategic narrative and brand for the arts.

The Office should regularly meet with key Hopkins community members to better understand long-term priorities and changing needs of the arts landscape.



4.4: Create an Arts Advisory Group

To support its work in advancing the Taskforce's recommendations, the Office of the Arts should create an Arts Advisory Group consisting of representatives from across the university who are engaged in arts-related work.

NEXT STEPS

The next phase of work will be undertaken by the Office of the Arts and will be dedicated to creating an implementation plan for the achievement of the objectives outlined in this report. The implementation plan, which should be completed by the fall of 2025, will outline specific next steps, areas of responsibility and oversight, required resources, and a timetable for all recommendations outlined.



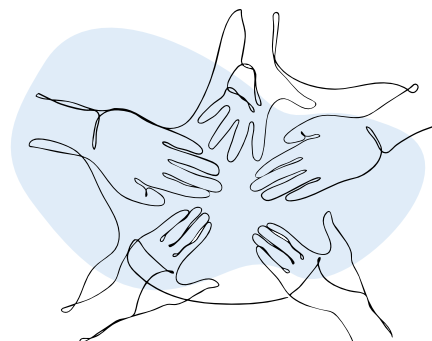
Appendices

- 1. Taskforce on the Arts Membership**
- 2. Relative Timing for Implementation of Recommendations**
- 3. Survey of Existing Johns Hopkins University Arts Programs**
- 4. Arts Spaces and Facilities at Johns Hopkins University**

Appendix 1: Taskforce on the Arts Membership

PROJECT TEAM

- **Daniel H. Weiss**, Chair
Sr. Advisor to the Provost for the Arts, Office of the Provost;
Homewood Professor of the Humanities, Department of the History of Art
- **Lily Gretz**, Project Lead
Arts Initiative Administrator, Office of the Provost
- **India Trapp**, Staff
Sr. Administrative Coordinator, Office of the Provost



TASKFORCE ON THE ARTS

- **Tunde Ayodeji**
Mechanical Engineering Major '26, Whiting School of Engineering; Music Minor, Krieger School of Arts and Sciences
- **Caitlin Berry**
Director of the Irene and Richard Frary Gallery, Hopkins Bloomberg Center
- **Cybele Bjorklund**
Vice President for Federal Strategy; Executive Director of the Hopkins Bloomberg Center
- **Margaret Burri**
Associate Director for Academic Liaison and Special Collections, Sheridan Libraries and Museums
- **Boi Carpenter**, ex-officio
Vice President for Development and Alumni Relations
- **Anna Celenza**
Professor of Musicology, Peabody Institute; Professor in The Writing Seminars, Krieger School of Arts and Sciences
- **Lisa Cooper**
James F. Fries Professor of Medicine; Bloomberg Distinguished Professor, School of Medicine, Bloomberg School of Public Health, and School of Nursing
- **Carl DuPont**
Associate Professor of Voice, Peabody Institute
- **John Gardner**
Master of Business Administration '25, Carey Business School
- **Sarah Hoover**
Associate Dean for Innovation in the Arts and Health, Peabody Institute and Johns Hopkins Medicine
- **Jennifer Kingsley**
Teaching Professor and Director of Museums and Society, Krieger School of Arts and Sciences
- **Susan Magsamen**
Executive Director of the International Arts and Mind Lab, Pedersen Brain Institute
- **Julie Messersmith**, ex-officio
Chief of Staff & Associate Vice Provost for Strategic Initiatives, Office of the Provost
- **Dean Moyer**
Vice Dean for Humanities and Professor of Philosophy, Krieger School of Arts and Sciences
- **Jackie O'Regan**
Curator of Cultural Properties, Sheridan Libraries and Museums
- **Carmine Petrone**
Krieger Alumnus '04; Trustee, JHU; Chair, Sheridan Libraries Advisory Board
- **Corinne Sandone**
Professor and Director of the Department of Art as Applied to Medicine, School of Medicine
- **Jacoba Urist**
Krieger Alumna '98, MA '99
- **Nicoleen Willson**
Director of the Office of Arts and Innovation, Student Affairs

Appendix 2: Relative Timing for Implementation of Recommendations

	Relative Timeline		
	Within 6 Months	Within 1-3 Years	Within 5 Years
1. Engaging Our Community			
1.1: Elevate the Arts as a Key Element of the University's 150th Anniversary	●		
1.2: Establish the Distinguished Scholar/Artist-in-Residence Program	●		
1.3: Host "Hopkins Creates" Days and Pop-up Events		●	
1.4: Explore the Integration of the Arts in Student Services		●	
1.5: Evaluate the Feasibility of an Arts Innovation Lab	●		
1.6: Consider Restarting the National Arts Program	●		
1.7: Draw Upon the Peabody Community	●		
2. Strengthening Our Resources			
Cultural Property and Visual Arts Collections at Johns Hopkins			
2.1: Strengthen Our Digital Collections and Collection Discovery		●	
2.2: Enhance our Presence on the Bloomberg Connects App	●		
2.3: Strengthen Physical Access to our Collections		●	
2.4: Enhance Curation and Oversight of Art and Material Culture in Public Spaces		●	
2.5: Establish Institutional Collections Policies		●	
Facilities and Spaces			
2.6: Transform the Johns Hopkins Club into a Space for the Arts			●
2.7: Investigate Long-term Collections Storage Options		●	
2.8: Assess Longer Term Space and Facilities Requirements for Instruction and Practice in the Arts			●
2.9: Create Two Advisory Groups to Support the Work of Collections Care and Arts Programing	●		
3. Fostering Partnerships and Collaboration			
3.1: Foster and Develop Partnerships with Key Community Institutions		●	
3.2: Engage with Local Arts Institutions		●	
3.3: Investigate the Feasibility of an Arts Pass Program	●		
3.4: Explore the Viability of a City-Wide Initiative			●
3.5: Expand our Global Partnerships	●		
4. Sustaining Our Progress			
4.1: Provide Institutional Support & Oversight: The Office of the Arts	●		
4.2: Design and Operate a University Arts Online Resource	●		
4.3: Support Public Outreach, Marketing & Communications	●		
4.4: Create an Arts Advisory Group	●		
TOTAL Recommendations	11	11	3

Appendix 3:

Survey of Existing Johns Hopkins University Arts Programs

The below list (up to date as of June 2025) includes formal, ongoing programs and opportunities in the arts or at the intersection of the arts and other disciplines. Specifically, this list highlights centers and institutes, academic departments and programs, offices and resources, collections, student opportunities, community collaborations, and other arts-based initiatives.

This list has been developed with feedback from all Hopkins divisions except the newly established School of Government and Policy.

CONTENTS:

- **Krieger School of Arts and Sciences**
- **Peabody Institute**
- **Sheridan Libraries & University Museums**
- **Medicine**
- **Student Affairs**
- **Other**

KRIEGER SCHOOL OF ARTS AND SCIENCES

Degrees & Academics

- **Department of the History of Art** (BA, BA/MA, PhD)
- **The Writing Seminars** (BA, MFA)
- **Film and Media Studies** (BA, MA)
- **Program in Archaeology** (BA)
- **Program in Museums and Society** (Minor)
- **Program in Theater Arts & Studies** (Minor)

Centers & Institutes

- **Alexander Grass Humanities Institute:** Focal point for the 13 humanities departments at Johns Hopkins, other dynamic departments in the humanistic social sciences, and related centers and programs; focuses include global humanities, media and knowledge formation, aesthetics, public humanities, and fellowships.
- **Billie Holiday Center for Liberation Arts:** Initiative designed to foster reparative links between Johns Hopkins University and the historic African American communities of Baltimore by documenting and disseminating the unique history of African American life, letters, and art.

- **Center for Visual Arts (CVA):** Offers minor and general elective courses in diverse practices including drawing, painting, mixed-media, fibers, jewelry and small metals, silkscreen and relief printmaking, digital and analog photography, and visual communication/graphic design.
- **Center for Advanced Media Studies:** Facilitates the historical, cultural, and linguistic analysis of how ideas are communicated in the mass media through events, courses, and graduate fellowships developed in collaboration with the Departments of Anthropology, Comparative Thought and Literature, Film and Media Studies, Modern Languages and Literature, and others.

Krieger School: Other

- **Hopkins Archaeological Museum:** A teaching collection for the Johns Hopkins University community dedicated to the interactive and interdisciplinary study, research, preservation, and interpretation of archaeological and historical objects.
- **Visual Resources Collection:** Provides images and teaching support for faculty and students in the Departments of the History of Art, Classics, and Near Eastern Studies, and others teaching image-intensive courses.

Degrees & Academics

- **Peabody Conservatory:** Founded in 1857 as the first conservatory in the United States.
 - Music (BA, MA)
 - Dance (BFA)
 - Music Education (BM)
 - Recording Arts & Sciences (BM)
 - Audio Sciences (MA)
 - Musical Arts (PhD)
 - Business of Music (Minor)
 - Liberal Arts (Minor)
 - Directed Studies (Minor)
 - Diplomas: The Performer Certificate, The Graduate Performance Diploma, The Artists Diploma.
 - Instruments and Areas of Study: Acoustics, Brass, Chamber Music, Composition, Computer Music, Conducting, Dance, Guitar, Harp, Hip Hop, Historical Performance, Jazz, Music Education, Musicology, Music for New Media: Film and Game Scoring, Music Theory Pedagogy, Organ, Percussion, Performance Pedagogy, Piano, Recording Arts & Sciences, Strings, Voice & Opera, and Woodwinds.
- **Peabody Preparatory:** The Baltimore region's largest community performing arts school with campuses in Baltimore City, Towson, Annapolis, Howard County, and Frederick; offers non-credit music and dance training for students of all backgrounds, skill levels, and ages, from small children to adults.
 - Private lessons and group instruction in Brass, Chamber Music, Composition, Dance, Early Childhood Music, Guitar, Harp, Jazz, Organ, Percussion, Piano, Strings, Theory, Voice, and Woodwinds.
 - Ensemble programs: Peabody Children's Chorus, Peabody Youth Orchestra, Peabody Wind Band.
 - Comprehensive training for advanced young musicians through the Performance Academies.
 - Tuition-free training for underserved students through Tuned-In, the Estelle Dennis Dance Training Program for Boys, and the Baltimore-Washington Musical Pathways.
- **Peabody at Homewood** (Minor)

Community Engagement

- **Public Performances:** Peabody students, faculty, and guests perform close to 1,000 concerts and events annually, most of them free and open to the public; it has established a weekly concert series in the theater at the new Johns Hopkins University Bloomberg Center in Washington, D.C., and its historic Mount Vernon campus comprises six performance venues, including:
 - Miriam A. Friedberg Concert Hall
 - Leith Symington Griswold Hall
 - Hilda and Douglas Goodwin Recital Hall
 - Joe Byrd Hall
 - Cohen-Davison Family Theatre
 - Centre Street Performance Studio
- **Arts in Health:** Using the power of the arts to enhance health and well-being in diverse institutional and community contexts, artists provide performance, education, and engagement at Johns Hopkins Hospital to improve mood and reduce stress.
 - **Music for a While:** Conservatory students share their artistry with patients, guests, and care providers in public healthcare spaces.
 - **Sound Rounds:** Specially trained musicians share comfort and companionship, making musical visits to patient bedsides at Johns Hopkins Hospital.



- **Concerts for Every Body:** Conservatory students partner with music therapists to craft accessible, interactive concerts that center freedom of movement, self-expression, and restorative music experiences.
- **Instructional Programs:** Conservatory students offer instruction to community partners through several programs.
 - **Interplay:** Conservatory graduate students provide guidance, mentorship, and instruction to undergraduate music students at University of Maryland, Baltimore County.
 - **Junior Bach:** Conservatory students give composition lessons to students from St. Ignatius Loyola Academy and the Baltimore Leadership School for Young Women.
 - **OrchKids:** Collaboration with the Baltimore Symphony Orchestra which uses music as a vehicle to help students develop creative and social skills.
- **Musician-in-Residence:** Conservatory students live at local senior living communities, providing musical events and engagement as artists in residence.
- **Music in the Community:** Conservatory students and ensembles perform at community locations to bring beauty and thoughtful engagement to the Baltimore community.
 - **Peabody at the Library**
 - **Peabody at the Shelter**
 - **Peabody at the Walters**
 - **Penn Station Rush Hour Series**
 - **Sinfonia**
 - **Live@Lunchtime**
- **Internships:** Conservatory students gain experience and support local non-profits and other performing arts programs serving as interns.

Libraries & Collections

- **The Arthur Friedheim Library:** Serves faculty, staff, and students of the Peabody Institute, Johns Hopkins, and the general public; holdings include over 200,000 books, scores, and periodicals, and 60,000 sound recordings.
- **The Peabody Archives:** Holdings include historical records of the Peabody Institute, as well as more than 200 special collections related to music and Baltimore history.
- **T. Rowe Price Ensemble Library:** Houses all scores and instrumental parts used by Peabody's large ensembles.
- Peabody's visual art collection includes more than 50 sculptures, paintings, tapestries, and other works of visual art dating back to 1600 which are housed in the public and performance spaces across the Peabody Institute campus.



SHERIDAN LIBRARIES & UNIVERSITY MUSEUMS

Libraries & Collections

- **Milton S. Eisenhower Library** and the **Brody Learning Commons**: Form the core of the physical library space on the Homewood Campus; renovation plans include an expanded Special Collections reading room, a dedicated space for teaching with collections, and exhibition/display spaces for artwork and material culture.
- **Irene and Richard Frary Library**: Located at the Hopkins Bloomberg Center in Washington, D.C.; includes space for public art display.
- **George Peabody Library**: Multi-purpose space located in the Peabody Conservatory which contains 300,000 volumes and supports exhibits, performances, and events.
- **John Work Garrett Library**: Housed at the Evergreen Museum, the library is part of the Sheridan Libraries Special Collections; houses two generations of the Garrett family's rare book and manuscript collections.
- **Hutzler Reading Room**: Study space on the Homewood Campus which features several works, including traditional portraits of all past University presidents, 19 stained-glass windows with the seals of European printers from the 15th and 16th centuries, and Joyce J. Scott's Ancestry Doll.
- **Special Collections and University Archives**: Department which supports teaching and engagement with collections, including research using rare books, manuscripts, and university archive materials; oversees the Homewood Campus Reading Room, the George Peabody Library, and the Garrett Library at the Evergreen Museum.
 - **Hopkins Retrospective**: University-wide initiative launched in 2013 and charged with exploring the history of Hopkins and sharing it with our communities in meaningful ways.
 - **Winston Tabb Special Collections Research Center**: Advances experimental and participatory research methods, public humanities scholarship, and collaborative approaches to knowledge creation that engage the distinctive collections and archives of the Sheridan Libraries & University Museums.
- **Office of Cultural Properties**: Oversees the University's Campus Collection of art and material culture and loans on several campuses; provides collections care and management services, and manages loans for all Sheridan Collections, among others.

University Museums

- **Evergreen Museum & Library**: Listed on the National Register of Historic Places; houses a permanent collection of approximately 8,500 works of fine and decorative art assembled by two generations of Baltimore's Garrett family between 1880 and 1952.
 - Public programs include classical music concerts, jazz and dance performances, lectures related to the museum's permanent collection and changing exhibits, and workshops and art-making opportunities, among others.
 - The museum has a modest gallery that hosts changing exhibitions bi-annually; student research and work is frequently incorporated into exhibits.
- **Homewood Museum**: National Historic Landmark which is home to a permanent collection of approximately 1,750 items, dating from the late eighteenth century to approximately 1825; objects are displayed in the museum's 11 period rooms and are used to interpret the history of Homewood between 1801 and 1816.
 - Public programs include lectures (often featuring Hopkins faculty), and engagements with Architecture Week in Baltimore.
 - The museum has a small exhibition space to highlight objects from its collection; the museum also mounts temporary installations in its period rooms on a bi-annual basis. Student research and work is frequently incorporated into exhibits.

MEDICINE

Degrees & Academics

- **Department of Art as Applied to Medicine:**
 - **Medical & Biological Illustration Graduate Program (MA):** Offers a two-year master of arts program in visual communication of medicine and life sciences; requires graduate-level science coursework in the School of Medicine.
 - **Clinical Anaplastology Graduate Program (MS):** First-of-its-kind, two-year master of science program in maxillofacial, ocular and somatic prosthetics; requires graduate-level science coursework in the School of Medicine.
 - **Program in Medicine, Science, and Humanities:** Represents a growing movement in medical education that draws attention to the vital interplay between humanities and medical/health fields.
 - **Medicine, Science, and Humanities Major:** Program offered within the Krieger School which uses a cultural and historical context to explore scientific inquiry and the roots of medicine.
 - **Program in the Arts, Humanities, and Health:** Engages members of the Johns Hopkins Medical Institutions and East Baltimore Communities in a range of activities at the nexus of artistic expression, humanist inquiry, and well-being.
 - **Center for Music and Medicine:** Network of initiatives spanning research, clinical care, and education that encompass a dual mission: making music and rhythm an integral part of neurological illness treatment and improving the health of musicians worldwide.
-

Centers & Institutes

- **Center for Medical Humanities and Social Medicine:** Intercampus, interdisciplinary initiative to produce new teaching, scholarship, and outreach work that brings insights from the medical humanities and social sciences into undergraduate, graduate, and medical education, as well as policy arenas with local, national, and global impact.
- **International Arts + Mind Lab (IAM Lab) Center for Applied Neuroaesthetics:** Multidisciplinary research-to-practice initiative which focuses on the field of neuroarts and the study of neuroaesthetics; approaches problems in health by bringing together brain scientists with architects, musicians, and artists to collaborate on research and foster dialogue.
- **Paul McHugh Program for Human Flourishing:** Provides opportunities for physicians at all levels of training and practice at Hopkins and beyond to explore the 'big questions' of what it means to be human, to be a physician, and to lead a good life using Visual Thinking Strategies as a guide.
 - The Professional Identity and Transformation Course brings medical students to the BMA, the Evergreen, and other local museums and galleries to cultivate a sense of wonder and inspire more humanized care.
- **Honoring Our Pandemic Experiences (HOPE):** Series of medicine-sponsored events to help providers process pandemic experiences using the arts, creativity, and reflection.

Medicine: Other

- **Arts in Medicine Society:** A student group for the creation, discussion, and analysis of the arts as related to medicine which allows a space for creativity.
- **Faculty and staff groups:** Offerings include gospel choir, improv club, choral group, and a discussion group for film, art, literature, and writing.

- **Art in Public Spaces** can be found at the Charlotte R. Bloomberg Children's Center and the Sheikh Zayed Tower.
 - Art from the Children's Center and Zayed Tower is also available on the Bloomberg Connects app; the Children's Center features more than 300 works of art from over 70 different artists selected especially for the building.
 - There are plans to include commissioned art in the Health Sciences Building, now under renovation.
- Visual art can also be found in the Wood Basic Science Building, the Skip Viragh Outpatient Building, the Smith Building, the Pinkard Building, the Maumenee Building, and others.
- At the Mood Disorders Center, patients, families, and communities learn how to ease the burden of mood disorders through methods including conducting and writing.
- Child Life CCTV Shows provides weekly opportunities for adolescent patients to star in a show or assist with production; the program is aimed at increasing patient socialization and self-esteem.

STUDENT AFFAIRS

Offices & Centers

- **Office of Arts and Innovation:** Primary office overseeing all co-curricular arts on the Homewood campus, including the Hopkins Symphony Orchestra, student organizations, theaters and practice facilities, Hop Art, free dance classes, and more; the office also oversees arts spaces such as the Digital Media Center.
- **Digital Media Center:** Multimedia lab space with equipment, printing and knowledge resources for students interested in exploring creative uses of emerging media and technology to communicate their ideas.

Programs

- **Hop Art:** Provides Hopkins undergrad students with an opportunity to attend performing arts events in Baltimore.
- **Hopkins Symphony Orchestra (HSO):** Combines the talents of students, faculty, staff, and alumni from across the institution (including the Krieger School, Whiting School, School of Advanced International Studies, Johns Hopkins Medicine, and the Applied Physics Lab) along with community musicians to provide orchestra concerts and performance opportunities for Hopkins and its surrounding communities.
- **Reparative Arts Community Engagement (RACE) Conference:** Engages in processes and/or products designed to present a call-to-action for change to systemic and/or structural causes of inequity and injustice in our society by amplifying community solutions towards repair and healing.



Student Groups

- There are nearly 100 groups across Hopkins in the areas of choral, voice, a cappella, dance, instrumental ensembles, theater, photography, and more.
 - Dance: Over 20 dance groups covering an array of dance styles, disciplines, and cultural traditions.
 - A Cappella and Vocal: A Cappella Groups (13) and other vocal ensembles including Choral Society and Gospel Choir.
 - Theater: Mainstage theater groups including Barnstormers, Dunbar Baldwin Hughes, Witness, Rocky Horror Picture Show, plus groups performing stand-up, improv, and more.
 - Visual and Literary Arts: Growing area of student groups with organizations for photography, fiber arts, and mural art. Opportunities also include WJHU Radio, Poetry as Medicine, Blue Jays and Poets, and Out of the Blue Jay Literary Magazine.
- Instrumental and Ensembles: Includes Wind Ensemble, Jazz Bands, Pep Band, Chamber Music Seminars, and East Asian Traditional Instrument Ensemble.
- The Film Society: Offers weekly screenings, an annual film journal, an annual film festival, and a student-run film series.
- There are several arts-focused student organizations within the Center for Social Concern including Believe in Art, Encore Music Program, and Musicare.

Student Affairs: Other

- In fall 2020, the Center for Health Education and Well-Being (CHEW) launched programming and resources for arts-based wellness initiatives.
- Religious and Spiritual Life hosts a weekly drop-in crafting program called Crafternoon at the Interfaith Center.



OTHER

Degrees & Academics

- **Design Leadership (MA/MBA):** Dual degree program offered collaboratively through the Carey Business School and the Maryland Institute College of Art through which graduates learn to master creative approaches to strategic decision-making while also learning how to apply these skills to complex management challenges and business opportunities.
- In the Center for Leadership Education's Multidisciplinary Design Program (Whiting School), art and engineering practices overlap; faculty member [Jenna Frye](#) holds an MA in Digital Art and an MFA in sculpture from MICA.
- School of Nursing faculty member [Andre Nogueira](#) works to bring design research expertise to the school and foster connections among faculty and staff across Hopkins; he is currently researching the practice of enabling health professionals to prescribe art- and nature-based interventions to positively influence individual and public health.
- The Bloomberg School offers a course titled "[Entertainment Education for Behavior Change](#)" in which they visit the JHU-MICA Film Centre for an overview of video and audio design, and production.

Galleries

- **Irene and Richard Frary Gallery:** Free, public art gallery at the Hopkins Bloomberg Center presenting rotating exhibitions drawn from the University's collections and special exhibitions born out of partnerships with leading museums and collections; brings new ideas and energy to Washington, D.C., enriching the cultural and intellectual offerings of the Center and dynamically reinforcing its mission as a place that convenes different artistic and ideological perspectives to support discovery, democracy, and global dialogue.

Programs

- **Shriver Hall Concert Series:** Offers musical performances and provides educational and training programs.
- **Sam Gilliam Lecture Series:** A program which brings prominent artists and speakers to the Hopkins Bloomberg Center to reflect on the intersections between contemporary art, academia, public policy, and society.
- The SAIS Europe campus has an ongoing collaboration with **Cineteca di Bologna in Italy**. The Bloomberg Center has also entered a new collaboration with the theater called "Stories that Matter" which presents curated film screenings in D.C.

Collaborations & Community Engagement

- **Hopkins Extreme Arts Program:** Collaboration between the Maryland Institute College of Art (MICA) and the Hopkins Extreme Materials Institute (HEMI) in which MICA art students work with Hopkins researchers and MICA faculty to bring unique perspectives to problems and methods explored by HEMI researchers.
- **JHU-MICA Film Centre:** Film training and research programs site for Hopkins and MICA students which offers digital services, facilities, and production/software resources.
- **Johns Hopkins Art Collecting Committee:** Group of students, alumni, faculty, and staff working in collaboration with BmoreArt's Collect+Connect to acquire and install works of contemporary art at the University; works are primarily by Baltimore-based artists and represent a broad range of perspectives.
- **SOURCE**, the community engagement and service-learning center for the Schools of Public Health, Nursing, and Medicine, has several arts-focused partners, including Art with a Heart.



Student Groups

- At the Bloomberg School, students engage in the arts through Art and Mental Health and Ecological Design Collective groups.

Reviewed, edited, and approved by:

- Krieger School (contact: Bess Vincent), 11/14/24
- Peabody Institute (contact: Sarah Hoover), 11/15/24
- Office of Arts and Innovation (contact: Nicoleen Willson), 12/20/24
- Sheridan Libraries (contact: Margaret Burri), 1/30/25

With notes from:

- School of Nursing, Office of the Dean
- Whiting School of Engineering, Office of the Dean
- Johns Hopkins Medicine (contact: Susan Magsamen)
- School of Advanced International Studies, Office of the Dean
- Bloomberg School of Public Health, Office of the Dean
- Carey Business School, Office of the Dean

Appendix 4:

Art Spaces and Facilities at Johns Hopkins University

This list (up to date as of June 2025) includes exhibition spaces, performance and practice spaces, and art in public spaces across all Hopkins campuses.

This information has been compiled with feedback from all Hopkins divisions (not including the newly established School of Government and Policy).

Museums & Galleries:

- Archaeological Museum (Homewood Campus)
- Evergreen Museum & Library
- Homewood Museum (Homewood Campus)
- Irene & Richard Frary Gallery (Hopkins Bloomberg Center)

Visual Art in Public Spaces:

- Visual art can be found in public spaces at the Peabody Institute, the Homewood Campus (Gilman Hall, Brody Learning Commons, Hackerman Hall, Hodson Hall), the Hopkins Bloomberg Center, the Carey Business School, the School of Nursing, the Bloomberg School of Public Health, and numerous other locations on the medical campus, including the Charlotte R. Bloomberg Children's Center, the Wood Basic Science Building, the Skip Viragh Outpatient Building, the Smith Building, the Pinkard Building, and the Maumenee Building.
- In addition, there are commissioned works of art at the Hopkins Bloomberg Center, the Sheikh Zayed Tower, and in Gilman Hall.
- There are plans to include visual art in the Hopkins Student Center, the Health Sciences Building, the Milton S. Eisenhower Library, and the School of Education, all currently under construction/renovation. The Student Center and Health Sciences Building will feature commissioned works of art.



Exhibition Spaces (formal):

- Arthur Friedheim Library (Peabody Institute)
- Center for Visual Arts (Station North)
- George Peabody Library (Peabody Institute)
- Hopkins Student Center (Homewood Campus; plans to include student exhibitions)
- Irene and Richard Frary Library (Hopkins Bloomberg Center; includes informal space for occasional display)
- Milton S. Eisenhower Library (Homewood Campus; currently under renovation)
- Welch Medical Library (East Baltimore)

Performance Venues:

- Centre Street Performance Studio (Peabody Institute)
- Cohen-Davison Family Theatre (Peabody Institute)
- Hilda and Douglas Goodwin Recital Hall (Peabody Institute)
- Hopkins Bloomberg Center Theater
- Homewood Museum (Homewood Campus)
- Joe Byrd Hall (Peabody Institute)
- Miriam A. Friedberg Concert Hall (Peabody Institute)
- Leith Symington Griswold Hall (Peabody Institute)
- Evergreen Museum & Library
- Shriver Hall Auditorium & Clipper Room (Homewood Campus)
- Levering Hall: Glass Pavilion, Great Hall, and Arellano Theater (Homewood Campus)
- Merrick Barn Theater (Homewood Campus)
- Ralph S. O'Connor Recreation Center (Homewood Campus)

Practice & Creation Spaces:

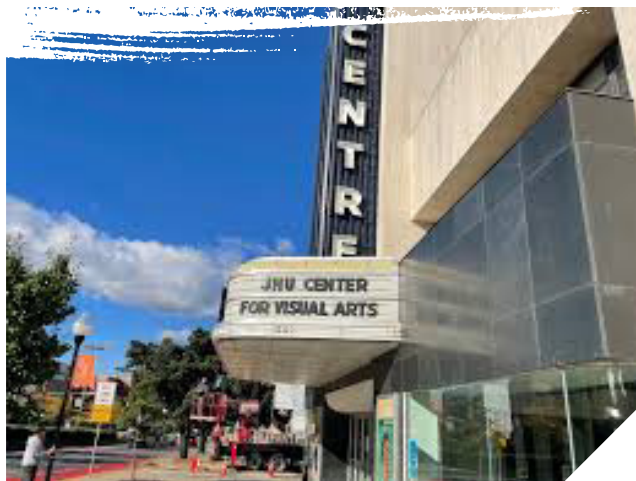
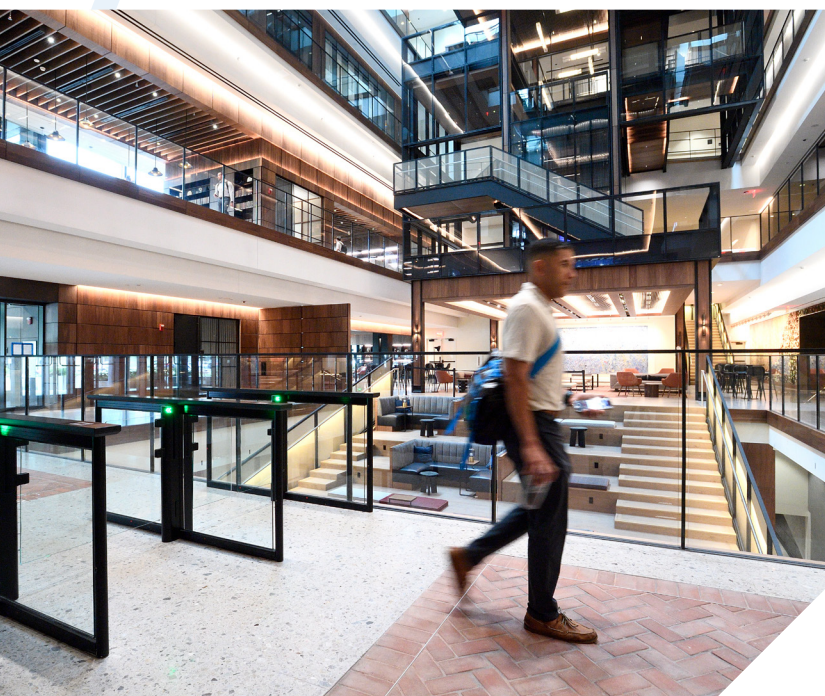
- Shriver Hall (Homewood Campus)
- Hopkins Student Center (Homewood Campus; plans to include studio theater, dance, creative, and visual arts spaces)
- Ralph S. O'Connor Recreation Center (Homewood Campus)
- Center for Visual Arts (Station North)
- Numerous other practice spaces on the Peabody campus.

Informal Spaces:

- Bunting-Meyerhoff Interfaith Center: regularly used for ensemble performances and other rehearsals (Homewood Campus).
- Academic rooms and lecture halls on the Homewood Campus are robustly and regularly used for rehearsals, performances, and presentations.

Compiled Notes from:

- Krieger School (contact: Bess Vincent), 11/14/24
- Peabody Institute (contact: Sarah Hoover), 11/15/24
- Office of Arts and Innovation (contact: Nicoleen Willson), 12/20/24
- Sheridan Libraries (contact: Margaret Burri), 1/30/25
- School of Nursing, Office of the Dean
- Whiting School of Engineering, Office of the Dean
- Johns Hopkins Medicine (contact: Susan Magsamen)
- School of Advanced International Studies, Office of the Dean
- Bloomberg School of Public Health, Office of the Dean
- Carey Business School, Office of the Dean





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- Recommendations 2.2, 2.3 (Homewood Museum, Evergreen Museum & Library), 3.1, 3.4, 4.2, and 4.3

- Page 24 – John Dean

- Page 36 – Top left and bottom left photos

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