

Strategic Priorities Accomplishments 2023–2025



JOHNS HOPKINS
KRIEGER SCHOOL
of ARTS & SCIENCES



Introduction

The Krieger School launched our strategic plan, *Priorities for the Future*, in fall 2023. Our strategic vision is anchored in the belief that the arts and sciences are richly positioned to meet the responsibilities of a 21st century university.

We already have many examples of success and progress in the first two years of executing our strategic plan. This includes progress in expanding the first-year experience and undergraduate research opportunities, increased faculty hiring and department expansion, the development of a new model for graduate student mentorship and advising, and increased community-engaged research and lecture programs. This full list of year one and year two strategic plan accomplishments provides details and data that support this work to date.

Strategic Priorities Accomplishments 2023-2024

Priority 1 – Revitalize the undergraduate experience

First-Year Foundation

AY2023-24 marked year two of a boldly re-envisioned undergraduate experience anchored in a required First-Year Seminar (FYS) in the fall and a required First-Year Writing Course in the spring. In the past year, the Krieger School of Arts and Sciences (KSAS) offered 74 unique FYS courses and 72 sections of Reintroduction to Writing, each capped at 12 students. Together, this First-Year Foundation contributed to a significant jump in a key metric for satisfaction with the undergraduate experience. Per the Enrolled Student Survey, students who indicated that one or more faculty member demonstrated a personal interest in their success increased from 45% in 2021 to 65% in 2023.

General Education Model

A new general education model has been approved by faculty governance structures. With assistance from the KSAS Dean's office and the Office of the Registrar, all faculty undertook an exercise to tag their courses by Foundational Ability. After careful review to ensure that all KSAS majors can accommodate the increased breadth associated with the new distribution requirements, the model is ready to launch with the incoming class of 2024. To optimize the new model, students can rely on their academic advisors for holistic support throughout their studies.

Research and Creative Activity

With most of our undergraduates engaging in research and creative activities, we have expanded access to such high-impact experiences. The Hopkins Semester D.C. launched in the spring with a curriculum of research and coursework around the theme Global Affairs and Policy. All students in the Hopkins Semester cohort completed experiential projects including internships at Brookings, the U.S. Senate and House of Representatives, federal agencies, and non-profit organizations. Students were also matched with D.C.-area Hopkins alumni and met throughout the semester.



Priority 2 – Grow the size of our faculty

Faculty Hiring Through Transformational Gifts

During AY2023-24, the Krieger School welcomed new faculty in the William H. Miller III Department of Philosophy, the William H. Miller III Department of Physics and Astronomy, the Department of English, and the SNF Agora Institute. Searches have continued in each unit, and the school will welcome several new faculty members in fall 2024 and in the coming years, including faculty associated with Bloomberg Distinguished Professorship clusters in Epigenome Sciences, Imaging and Quantum Technologies, and Sustainable Transformations and Energy.

Department Expansions and Faculty Honors

Several departments have initiated strategic expansion, including Biology, Biophysics, Mathematics, and Sociology. In addition, KSAS continues to grow in stature this year through the accomplishments of its faculty. Most notably, two Krieger School professors have been awarded 2024 Guggenheim Fellowships, three faculty have been recognized this year as fellows of the American Association for the Advancement of Science, one Sloan Research Fellow was awarded in Chemistry and one in Physics. In addition, we secured an endowed gift to establish the Winter Family Chair in Mathematics. Over the last year, KSAS has increased its tenure line faculty from 355 to 382.

Investments in Emerging Fields

Through participation in the Fannie Gaston-Johansson Faculty of Excellence Program, the Krieger School has hired new faculty associated with Africana Studies and Latin American, Caribbean, and Latinx Studies. Several faculty members have also submitted proposals for clusters in the Bloomberg Distinguished Professorship Data Science and Artificial Intelligence Initiative, which may expand our collaborative reach in these areas.

Priority 3 – Enhance the graduate student experience

Defining the Future of the Doctorate

The Krieger School drafted a white paper on the KSAS Graduate Experience and Career Outcomes that assembles data from surveys and an extensive tracking of doctoral students who have graduated since 2008. The information collected allows the school and each program to evaluate what students prize about their education and where they struggle or meet disappointment. The white paper makes the case for the strong and broad social value of the PhD, both within and outside the walls of academia. Over the upcoming academic year, this information will be shared with KSAS community members and should inform the work of the larger university's Commission on PhD Education.



Collective Bargaining

In spring 2024, the university entered a three-year Collective Bargaining Agreement for PhD student workers at JHU. This contract includes 29 articles that address a broad range of important topics and offers enhanced pay and benefits that raise the minimum stipend to \$47,000 per year beginning July 2024, alongside paid health benefits for eligible children and spouses, parental leave benefits, increased vacation and sick time, and a one-time \$1,000 signing bonus for all bargaining unit members. These efforts allow us to continue to attract the best graduate students into our programs.

Improving Advising Structures

After extensive conversation throughout the academic year, KSAS proposed a revision to its PhD advising structures. The goal is to build relationships between students and faculty over several years that will strengthen professional development, letters of reference, and students' sense of belonging. The possibility of including faculty from other fields on the mentoring team encourages students to broaden their thinking beyond their disciplinary home and confer with those in related fields about their research. The KSAS Shared Governance Council endorsed the proposed revisions in their April 2024 meeting and now individual programs will discuss these guidelines and how they can improve the advising structure.

Fostering Cohorts

KSAS implemented the Graduate Diversity Ambassador Program, an initiative supported by the Office of the Vice Provost for Graduate and Professional Education, the Office of Diversity and Inclusion, and the KSAS Dean's Office. Ambassadors extended the capacity of the KSAS Diversity, Equity, and Inclusion Office to recruit and retain diverse graduate students in KSAS. Their roles included participating in campus visits, local graduate school fairs, the fall preview program, and monthly socials. Ambassadors also engaged in programming that enhanced professional growth for graduate students.

The Writing Center initiated Write on Site, a dissertation bootcamp for KSAS students, providing writing support and community for those at the dissertation stage. Write on Site offered two-day, pre-semester workshops (August, January, and May) and monthly workshops on topics ranging from managing a long project to revision strategies. In the spring, weekly writing groups were added to the monthly workshops. These well-attended sessions were successful and had a waiting list.

Priority 4 – Promote public facing scholarship and community engagement

Public Scholarship in the Social Sciences

During the past academic year, the SNF Agora Institute introduced two new programs of study through its Center for Economy and Society. In fall 2023, they launched a [new minor in Civic Life](#), to prepare students from all areas of study to be engaged global citizens. In spring 2024, they launched a new [major in Moral and Political Economy](#), that trains students to think about economic problems in social, cultural, moral, and political contexts.



Community Engagement in Baltimore

- In December 2023, the 21st Century Cities Initiative published the results of the [Baltimore Area Survey](#), its first annual, representative survey of Baltimore City and Baltimore County residents. Key findings relate to food insecurity, policing, transportation, drug addiction, neighborhoods, public trust, and entrepreneurship.
- The Krieger School strengthened community ties in collaboration with the Center for Social Concern. KSAS extended the grants for the six faculty who participated in the [Engaged Scholar Faculty and Community Partner Fellowship Program](#) to continue community-based teaching efforts.
- In December 2023, the Krieger School signed a Memorandum of Understanding with the Baltimore Museum of Art aimed at building awareness of the two institutions, enhancing curricular collaborations, and fostering opportunities for research collaborations. Over this academic year, the BMA hosted 108 guided class visits, compared to 39 in the previous academic year.

Public Scholarship in the Humanities and the Arts

With support through the university's Nexus Awards, the Alexander Grass Humanities Institute (AGHI) expanded its reach into the nation's capital through a new series titled Humanities on the Mall. Through this endeavor, AGHI partners with D.C.'s East City Bookshop to create a place to convene conversations about lively and important ideas. In addition, AGHI extended the successful Richard Macksey Lecture to host a D.C.-based event and the annual Homewood event.

Public Scholarship in the Natural Sciences

The [Cosmic Visions](#) project has created opportunities to probe the history, philosophy, politics, and aesthetics of the humanistic and scientific view of the cosmos. A three-year Johns Hopkins Discovery Award, combined with additional funding from the AGHI, enables the Cosmic Visions program to host an annual conference that brings humanists and scientists together on the Homewood campus to focus on discoveries and questions about findings from the Webb Telescope.

Committed to sharing insights with a wider audience, the project has produced a 10-episode podcast and a Webb-themed art competition for Baltimore City public school students. Later this year, it will launch a new academic journal, *Journal for the History of Cosmological Thought*.

Amplifying Public Scholarship

The Krieger School regularly highlights the work of faculty and students on multiple social media and other platforms. We also promote the Krieger School's discovery and impact by sending [Arts & Sciences Magazine](#) to all U.S. arts and sciences colleges and universities. This past year, KSAS scientists and scholars have been quoted or had their work featured in publications such as *The Atlantic*, *Scientific American*, *The New York Times*, *Politico*, *Nature*, and *The Washington Post*.



Strategic Priorities Accomplishments 2024-2025

Priority 1 – Revitalize the undergraduate experience.

First-Year Foundation

In the third year of the First-Year Seminar (FYS) requirement, student survey data showed an increase from 90% to 92-94% across measures for intellectual engagement, peer community, and faculty mentorship. In fall 2024, 94% of students agreed that their FYS “provided an opportunity to have meaningful interactions with faculty instructors.” The tandem Reintroduction to Writing course well exceeded the KSAS average for “usefulness of work” (4.5/5 for Reintro courses compared to 3.9/5 for all other courses), which meaningfully reflects the course’s focus on writing agility. The impact of the First-Year Foundation is visible in broader metrics of satisfaction with the undergraduate experience. Per the Enrolled Student Survey, students who indicated that there was at least one faculty member who has a personal interest in their success moved from 45% in 2021 to 65% in 2023 and further to 67% in 2025.

Curricular Alignment

The Krieger School has enrolled its first class in the new general education model. The fall 2024 cohort is moving through a curriculum grounded in Foundational Abilities (FA) and, alongside whatever major they elect, must experiment with new types of courses and methods of inquiry. In particular, we have made progress in developing courses that reflect FA #4 (citizens and society / democracy) and stimulating a greater diversity of FA offerings within STEM departments. The curricular remodeling of the undergraduate experience is supported by a strategy of continuous assessment, a revamped advising curriculum, and department-specific modes of mentoring. For the first time, a KSAS cohort is experiencing the designed alignment of richer academic wayfinding, holistic advising, and tailored faculty mentoring.

Experiential Learning

Students grow through learning that is embodied, applied, and relevant. Experiential learning opportunities are presented in many ways – through a growing number of courses with explicit experiential components, our Hopkins Semester D.C., and mentored research. In 2024-25, our expanding partnership with the Baltimore Museum of Art (BMA) stands out, with over 1,100 students participating in a curricular experience with the BMA, a 61% increase from the previous year. While many visitors were first-year students on site with their FYS or Reintroduction to Writing course, students from all cohorts affiliated with a dozen KSAS departments, centers, and programs were included. The deepening tie between KSAS and the BMA exemplifies the high-impact experiences that have growing prominence in the KSAS undergraduate curriculum and were reflected in courses this year that took political science students to Jamaica, behavioral biology students to Honduras, and film students to Los Angeles.



Teaching Innovation

The need for innovative pedagogies was embedded in our earliest call to revitalize the undergraduate experience. In 2024-25, a new focus on our teaching-and-learning compact is manifest across the undergraduate curriculum. Against a baseline of required placement exams in math and chemistry, we have developed academic on-ramps for incoming students that build peer connections early and are fully integrated in the math and chemistry curricula they navigate during the academic year. Similar initiatives now support learning readiness for upper-level chemistry and physics courses. Pedagogical interventions that originated in math service courses are radiating out through the Gateway STEM curriculum via the coordinated work of teaching and training specialists and new practices in supplemental instruction. In a parallel effort, the curricular partnership between the University Writing Program and all majors continues to embed and enliven the role of writing across the curriculum, an effort supported by redesigned training for both University Writing Program teaching fellows and Writing Center tutors.

Priority 2 – Grow the size of our faculty.

Faculty Hiring and Departmental Expansions

In 2024-25, the Krieger School continued to make strategic hires, with new faculty joining the school in July 2025 in a variety of departments, including Biophysics, Chemistry, History of Art, Mathematics, Psychological & Brain Sciences, and Sociology. Newly recruited faculty in the departments of Chemistry, Economics, and Sociology will support the Bloomberg Distinguished Professor clusters in sustainable transformations and energy; epigenome sciences; and advancing racial equity in health, housing, and education. In addition, the Center for Africana Studies will welcome two faculty this fall, jointly appointed in the departments of History and Sociology, respectively.

Faculty Honors and Recognitions

Krieger School faculty continue to earn prestigious awards for their research and scholarship. In 2024-25, four faculty were awarded Guggenheim Fellowships, four faculty earned Sloan Research Fellowships, three faculty were named to the American Academy of Arts and Sciences, and two faculty became members of the National Academy of Sciences. Such recognitions continue to shape our national reputation as evidenced in sustained or improved rankings in the humanities and social sciences. *U.S. News & World Report* released new program rankings for the departments of Economics (21st), English (8th), History (10th), and Sociology (24th). Investments in Philosophy were also recognized through a new ranking of 16th, a substantial change from its previous ranking of 31st.



Investments in Emerging Fields

The Krieger School of Arts and Sciences will continue to expand its expertise, partnering with the emerging Data Science and Artificial Intelligence Initiative on three newly awarded Bloomberg Distinguished Professorship clusters, including: (1) Artificial and Natural Intelligence (Cognitive Science, Computer Science), (2) Big Data, Machine Learning and Artificial Intelligence in Computational Social Sciences (Economics, Political Science, SNF Agora Institute, Sociology) and (3) Theoretical Foundations of (Machine) Learning (Physics & Astronomy, Computer Science, Applied Mathematics and Statistics). In addition, the Krieger School is helping to shape the new School of Government and Policy, with two professors as the first of several faculty who will hold joint appointments between the two schools.

Priority 3 – Enhance the graduate student experience.

Defining the future of the doctoral degree

In 2024–25, significant strides were made toward strengthening doctoral education in the face of evolving financial landscapes and institutional priorities. Circulation of the *Report on Krieger School of Arts and Sciences Doctoral Experience and Career Outcomes* served as a catalyst for structured dialogue with the directors of graduate studies and KSAS departmental leadership, from which several actionable ideas emerged. For example, in partnership with the Doctoral Life Design Studio, a number of departments have either introduced or expanded programming focused on career development both within academia and beyond.

Improving support for graduate students

The Krieger School aims to enhance the graduate student experience so that every student receives an experience that is rigorous, innovative, and reflective of the career aspirations of the next generation of scholars, intellectuals, and scientists. In fall 2024, the Krieger School announced a gift that will support and strengthen its doctoral programs. The school introduced a series of recurring Dean's Dissertation Prize Fellowships, modeled after the dissertation completion fellowships awarded by the Provost's Office during COVID-19. In addition, the school created annual Scholar-Teacher Awards, built upon the successes of the Dean's Teaching Fellowships, which allow doctoral candidates to propose, design, and offer an undergraduate seminar course while receiving pedagogical mentorship from a faculty adviser.

The Krieger School has also expanded its graduate community with two new master's degree programs in Biophysical Chemistry and Design for Biotechnology and in Economics launching in fall 2025. The Homewood Office of Graduate and Postdoctoral Affairs will integrate these Baltimore-based master's students into its orientation and welcome activities to encourage their sense of belonging.



In 2024-25, teaching and training specialists in the departments of Mathematics, Chemistry, Biology, and Physics and Astronomy began working with the Center for Teaching Excellence and Innovation (CTEI) to ensure that graduate students are fully supported as they step into their teaching responsibilities through a revitalized teaching assistant orientation. In addition, all four departments now provide discipline-specific orientations to further support graduate student instruction. Graduate student teaching support is essential for creating welcoming and effective undergraduate classrooms.

Finally, in an effort to strengthen research collaborations with the Baltimore Museum of Art (BMA), the Krieger School will select doctoral students each semester as Graduate Curatorial Research Interns at the BMA, beginning in fall 2025. Designed as an alternative to traditional teaching assistantships, these appointments will offer valuable professional development opportunities for doctoral students interested in research careers beyond conventional academic paths.

Fostering cohorts

As KSAS graduate programs adapt to the changing nature of the PhD, fostering a strong sense of community among graduate students has become not only a priority but a necessity. In 2024-25 the Krieger School provided comprehensive guidelines to programs to support a holistic review of graduate student applicants, and organized discussions among directors of graduate studies and admissions chairs to encourage a broader understanding of the qualities that contribute to success in graduate school. In addition, faculty across several literature-focused departments collaborated to develop a new course that will launch in fall 2025: “Interdisciplinary Approaches to Scholarship in the Humanities” is a year-long seminar with a broad pool of JHU faculty members to help incoming humanities PhD students develop a deeper appreciation for interdisciplinary scholarship and gain insight into the professional opportunities that can arise from proactively embracing interdisciplinary approaches. The seminar also lays the groundwork for further collaboration among humanities PhD students throughout the year.

Priority 4 – Promote public-facing scholarship and community engagement.

Building audiences in D.C.

In 2024-25, the Krieger School of Arts and Sciences participated in a variety of activities at the Johns Hopkins Bloomberg Center. In addition to the two Hopkins Semesters D.C. offered this academic year, KSAS faculty were part of 10 Nexus Awards, which resulted in public events, professional convenings, and courses that highlighted expertise in the Krieger School. We also hosted all manner of programming including the second debate in The Hopkins Forum on the U.S.-China AI arms race, sponsored by the SNF Agora Institute; the Humanities on the Hill series, sponsored by the Alexander Grass Humanities Institute; and a new film series called *Stories That Matter*, sponsored by the Master of Arts in Film and Media program.



Engaging with the city of Baltimore

The Fall 2024 issue of *Arts & Sciences Magazine* featured the work that many KSAS departments and faculty do in Baltimore and with Baltimoreans. To these ongoing projects, new initiatives were added during 2024-25. For example, KSAS researchers joined forces with curators at the B&O Railroad Museum to use AI to help them digitize the massive database of employee records dating back to the early 1900s. The Baltimore Area Survey—developed and administered by faculty in the Krieger School’s 21st Century Cities Initiative—garnered local and national publicity with findings from its second annual survey and report. In addition, KSAS faculty and students collaborated with local artists and the Peale Museum to curate an exhibition of materials gathered along the Jones Falls River as an examination of what humans leave behind.

Leading national conversations

The Krieger School aims to elevate its status as a leader in various disciplines across the humanities, social sciences, and natural sciences by sparking national conversations about today’s pressing issues and big questions. In spring 2025, the Dean’s Office and Alexander Grass Humanities Institute sponsored a series of online discussions, titled *Conflict in the Middle East*, to explore the longstanding tensions between Israel and Palestine, the political and social implications for both sides, and the broader regional and international impact. A parallel undergraduate course based on the series garnered a waitlist. The Krieger School helped to forge a university partnership with the American Enterprise Institute—a public policy think tank—as part of the university’s broader efforts to engage with a wide range of institutions, especially in Washington, D.C., on questions of public concern. Faculty in the William H. Miller III Departments of Philosophy and Physics and Astronomy held an international conference to bring together researchers from a variety of disciplines to think about the universe in a systematic way.

Bringing KSAS scholarship to the public arena

The research of several of our natural scientists has been featured in the university-wide campaign known as *Research Saves Lives* and we anticipate that this stream of engagement will continue. In addition, in partnership with the Krieger School Advisory Board, the Dean’s office examined the various communications avenues we use to share news about KSAS faculty with broad audiences, which resulted in several recommendations to increase our reach. This includes efforts to train faculty in media engagement. In 2024-25, three Krieger School faculty were among the first cohort of Provost’s Fellows for Public Engagement. The Krieger School Office of Communications also planned and facilitated media and op-ed training for faculty with the 21st Century Cities Initiative.