



Krieger School of Arts and Sciences Priorities for the Future Fall 2022

The Krieger School recognizes that the landscape of higher education continues to change in ways that call us to action:

- **Changes in Undergraduate Student Composition**

While undergraduate enrollment has remained steady, the student body has grown increasingly selective and more diverse. We are witnessing a steep climb in selectivity of students, with Johns Hopkins now competing with other institutions for the very best in the nation. At the same time, Michael Bloomberg's \$1.8 billion gift transformed the institution into a need-blind one. Over the last five years, the number of under-represented minorities in each incoming class has grown substantially, as have the number of first-generation, limited-income students. Such changes warrant a new model for undergraduate education.

- **The Changing Nature of the PhD**

Doctoral students face an increasingly competitive job market, especially for tenure-track positions at research universities, which have diminished in number. These changes have led some to question the value of a doctorate in the arts and sciences. In the face of such obstacles, it is critical for programs to understand training within the full range of job market prospects in the field, making all candidates stronger and improving overall career outcomes. This need for innovation will only grow in importance as recruitment efforts and philanthropic gifts help us diversify our graduate student base. At the same time, as constituents of a research university, we believe firmly in our central purpose: the acquisition of new knowledge. Every new PhD represents this process at the most elemental level.

- **Emerging Fields Destined to Transform Research**

Recent institutional investments in emerging areas of interest such as artificial intelligence, neuroscience, and global democracy will transform research and discovery across the university. Coupled with new methodological tools in big data, computation, and digital humanities, we are likely to see new paradigms emerge, impacting all fields of study.

- **The Desire to Understand Our Society**

Members of our society share a common pursuit of truth in an unstable world. The humanities, natural sciences, and social sciences are different in method, research practices, and pedagogy. But they share one thing most profoundly: the search for truth through the discovery of new knowledge. Critical thinking in the arts and sciences is

necessary for us to address global problems such as the COVID-19 pandemic, racial and economic inequity, and political polarization.

After considering these principles and the vision laid forth in the *Second JHU Roadmap on Diversity, Equity, and Inclusion* of a pluralistic community, the Krieger School of Arts and Sciences has identified four priorities for the next five years:

1. Revitalize the undergraduate experience.

We are re-envisioning our model for undergraduate education to better reflect the mission of JHU—to educate its students and cultivate their capacity for lifelong learning, to foster independent and original research, and to bring the benefits of discovery to the world. Doing so requires a strong first-year foundation for all students. That foundation needs to provide sufficient breadth and depth in the arts and sciences, and a variety of opportunities for research and experimentation.

2. Build on Krieger School strengths and grow the size of the faculty.

The Krieger School of Arts and Sciences must grow its faculty if it wishes to fulfill the goals related to undergraduate education. Growth is also essential if we wish to compete on a level playing field with our peers in terms of reputation, ranking, and accomplishment. The Krieger School aspires to increase the size of the tenured/tenure-track faculty to 430, thereby placing us closer to the median of our peers and extending the reach of teaching and research in each department in the school. Growth should be strategic, investing in emerging centers of excellence, promising new areas of research, and in ways that foster a diverse and inclusive community.

3. Enhance the graduate student experience.

Graduate education is vital for the health and productivity of any academic program, helping to stimulate discussion and discovery while training the next generation of scholars, intellectuals, and scientists for society. It is important that we develop a model of graduate education that supports students not only while at Johns Hopkins but also in their careers after graduation.

4. Promote public facing scholarship and community engagement.

We intend to create channels for current Krieger School faculty to share their work with a variety of publics. Doing so, we will ensure the relevance of that work to the world beyond academia. Extending the influence of our research in this fashion increases our accountability to the community in which we live and work, even as it helps to build trust with the citizens of Baltimore, and the broader world beyond the university.

A Conversation Guide for Building on Strengths

Priority 1. Revitalize the undergraduate experience.

- What can we do to foster closer interactions between faculty and students?
- How can students develop strong skills in reading, writing and critical thinking in all majors?
- How can we ensure that each student (regardless of major) engages in research with a faculty member?

Priority 2. Build on Krieger School strengths and grow the size of the faculty.

- Which existing departments and programs within KSAS would benefit most from strategic growth?
- Are there emerging fields of the study across the arts and sciences where Krieger can build a stronger voice or where expansion would improve the student experience?
- What are the benefits and challenges of interdivisional and/or joint appointments when it comes to faculty growth?

P3. Enhance the graduate student experience.

- What is the broad social value of the PhD?
- What are Hopkins PhDs known for; in what ways do we excel in training our doctorates?
- What additional conditions or resources are necessary for our PhD students to thrive?

P4. Promoting public-facing scholarship and community engagement.

- In what ways do Krieger School faculty successfully engage with a variety of publics?
- How might KSAS leverage existing relationships to expand its engagement with the city of Baltimore?
- What strategies might we use to realize the potential of 555 Penn? Which subject areas seem best positioned for the DC audience base?

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