Task Force on the Future of the Arts at Emory

Final Report
March 2019
Creativity takes courage

-Henri Matisse
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Every great liberal arts institution is rooted in the arts. They are a principal driver of innovation and the creation of community. They inspire us to look at who we are and to envision what we might become.

The arts are also an important part of what connects Emory to Atlanta. Alongside Emory Healthcare and the Goizueta Business School, they serve one of the principal bridges between our University and the surrounding community. The openings of the Carlos Museum, the Schwartz Center, and the Rose Library have drawn the city to our campus. But Emory’s investment in the arts has been halting and uneven. Our potential to convene artists and creative leaders is unprecedented in the region, but we have yet to invest in the academic programs, relationships, or infrastructure to hold the city’s – or the nation’s – attention.

As we traversed Atlanta, talking to students and faculty, artists and entrepreneurs, we repeatedly heard such observations about Emory’s promise and unrealized potential – about our unparalleled ability to elevate artistic and academic conversations at regional and global levels, and also about significant missed opportunities, such as the recent lost opportunity to acquire the Bill Adler Hip-Hop Archive, which went to Cornell and has since solidified the university as the leading center for documentation and study of hip-hop culture. Our vision for Emory Arts assures that we will never again miss such an opportunity, that Emory will become the go-to source and preeminent center for the study of the arts that delineate and define our city – and, by extension, our nation.
Executive Summary

We envision partnering with local film industry to build a pipeline of “above-the-line” content creators, training future screenwriters, producers, and showrunners on a state-of-the-art sound stage.

We envision a range of new physical spaces and academic programs to educate future generations of artists and arts leaders through daily engagement with visionary artists – both established and emerging – from the city and beyond.

We envision new partnerships with Atlanta arts organizations, unleashing Emory’s potential as a convener of artists, students, and scholars across disciplines and geographies.

Finally, we envision new arts leadership on campus, to elevate, resource, and empower Emory Arts in the present and the future.

This document outlines a series of interconnected initiatives that together will make Emory a preeminent local, national, and global destination for learning, collaborating, and creating in and through the arts. Significant investments and courage are required. But we believe that courageous investment and commitment will reap significant rewards.
### The Emory Arts Vision

#### Academics
*Innovate through scholarship and creative expression*
- Build an **Integrated Visual Arts Program**
- Establish **New Scholarships, Stipends, and Internships**
- Establish **Graduate Program in Arts Leadership**
- Other Academic Considerations

#### Spaces
*Create a connected, living, impact-oriented intellectual community*
- Invest in **New Physical spaces**
- Invest in **Digital Spaces**
- Curate and Manage Existing Spaces

#### Relationships
*Draw strength from Atlanta and add to its richness*
- Establish Emory **Arts Fellows Program**
- Establish **Affiliated Artists Program**
- Develop **Partnerships with Atlanta Arts Organizations**
- Develop **Relationships with K-12 Schools**

#### Leadership
*Support an inquiry driven, dynamic, and diverse intellectual community*
- **Invest** in Emory Arts Leadership
- Provide **Single Point of Contact** for Emory Arts
- **Support and Advocate** for Emory Arts on Campus, Regionally, and Nationally
Recommended Actions
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### Leadership

*Support an inquiry driven, dynamic, and diverse intellectual community*

- **Invest** in Emory Arts Leadership
- Provide **Single Point of Contact** for Emory Arts
- **Support and Advocate** for Emory Arts on Campus, Regionally, and Nationally
Invest in Emory Arts Leadership

Description and Rationale

Emory Arts leadership will reside in an Office or Division of the Arts, serving as the single outward-facing point of contact for arts organizations and creative industry seeking to connect and partner with Emory Arts, and as the principal inward-facing point of contact for Emory departments, programs, and units seeking to coordinate and collaborate on teaching and creative/research endeavors.

The Office or Division of the Arts will be led by a Director of Emory Arts. The Director of Emory Arts will be a faculty member or faculty peer, who can effectively coordinate and focus the energies of Emory faculty and represent Emory faculty interests to University leadership and community partners. Dedicated effort of the Director of Emory Arts should be as close to full-time and year-round as possible.

The Director of Emory Arts will be assisted by an administrative staff consisting of:

- An **Associate Director**, who assists full-time in building connections and programs of teaching, learning, and study across the Emory campus

- A **Coordinator of Community Partnerships**, who assists full-time in identifying, researching, and expanding partnerships with Atlanta-area arts organizations and creative industry

- A **Public Relations/Marketing Coordinator**, who works full-time to elevate the profile of Emory Arts on Campus, throughout the Atlanta area, and across the country

- One or more part-time **Arts Leadership Interns** (Emory students or recent alums), who work to create print media, web content, and other materials showcasing and projecting information about Emory Arts and its students, faculty, and community partners

- An **Office Manager** (possibly an ADA), who works full-time to maintain the day-to-day financial and logistical operations of Emory Arts
Leadership and staff of Emory Arts will **work across Emory departments, schools, and units** to:

- Coordinate the use of campus spaces and other shared resources
- Build bridges across academic departments, programs, and schools for the development of multi-disciplinary, translational, and integrative approaches to study and learning; see [Open Pathways for Integrating Arts Thinking](#)
- Coordinate and communicate fundraising opportunities and the needs of arts and integrative programs to partners in Advancement & Alumni Engagement
- Represent and communicate the needs of Emory Arts to ECAS and University leadership, and advise University leadership on new partnering and investment opportunities with art organizations and creative industry
- Advise and assist the work of the Campus Arts Curator and Committee; see [Curate and Manage Existing Spaces](#)
- Administer the Emory Arts Fellows and Affiliate Artists Programs and coordinate the awarding of existing and future arts prizes, awards, and residencies; see [Establish Emory Arts Fellows Program](#), and [Establish Affiliated Artists Program](#)

Partner with Admissions and Campus Life to coordinate the award of Emory Arts Scholarships and Stipends; see [Establish New Scholarships and Stipends, Internships](#)

Look for new ways to elevate Emory Arts on campus, building a vibrant creative community and compelling student culture at Emory.
Emory Arts Leadership will **connect with Atlanta-area arts organizations** and creative industry to:

- Identify, analyze, and advise University leadership on new partnerships and investment opportunities throughout the community, the region, and the nation; see [Develop Partnerships with Atlanta Arts Organizations](#)

- Connect and collaborate with regional development organizations – including the Atlanta Regional Commission, ArtsATL, the Community Foundation of Greater Atlanta, and the Audience Building Roundtable – to leverage Emory’s institutional resources to elevate the arts and creative industry in Atlanta and across the Southeast, and to establish Emory’s position as a regional leader in arts innovation

- Develop networks of relationships with creative industry and arts organizations to open new avenues for internships and collaborative engagements with Emory students and faculty.

- Work with community partners to extend the presence and impact of Emory Arts throughout the metro area, and to find new ways of bringing community partners and audience members to the Druid Hills campus

- Expand Emory student and community access to local arts and cultural attractions through discounts and partnerships, in conjunction with Campus Life and Emory Perks and Programs

### Impact of Emory Arts Leadership

Investment in Emory Arts Leadership will centralize and elevate the presence of Emory Arts on campus and across the region. It will contribute to a compelling student experience by opening new pathways for creative work/research and translational and integrative modes of study, and by significantly enriching the creative vitality of social and cultural life on the Druid Hills campus.

Centralized Arts Leadership will substantially elevate and project Emory’s presence on the Atlanta and regional arts scenes. It will streamline the development of community partnerships, provide a single point of contact with the University for current and future partners, and create a single, unified voice for Emory in regional and national conversations on the arts.

### Future Headlines:

- Emory Arts Forges Partnerships between University and Atlanta Artists
- Emory Takes the Lead in Atlanta Arts Scene
- Emory Breaks Ground on Emory Arts Hub
- Emory Arts and Craig Miller Productions Partner on Briarcliff Campus
Distinction for Emory

- Investing in Emory Arts Leadership leverages the foundational success of Emory’s Center for Creativity and Arts (CCA) at elevating the presence of the arts on campus and building support structures for Emory artists. It extends these efforts to make Emory Arts a central pillar of campus life and the teaching and research agendas of the University. See Emory Center for Creativity and Arts

- Investing in Emory Arts Leadership consolidates Emory’s presence in the burgeoning arts scene of the Atlanta area, helping the University facilitate new partnerships, drive creative innovation, and inspire new creative work by regional arts organizations and creative industry.

- Investing in Emory Arts Leadership helps make the University a national leader in elevating the arts on campus and throughout the community, joining the ranks of peer institutions such as Duke and UC-Berkeley, that have recently made comparably impactful investments. See Emory Arts Leadership Benchmarking

Timing and Resources

Work to build Emory Arts Leadership can begin immediately. 2019-2020 will be CCA’s tenth year at Emory, and it could serve as a transitional year as we establish Emory’s new Office or Division of the Arts. Investment in program funding and administrative/staff support will be required.

Institutional commitment to sustained program funding will be required to centralize Emory Arts on campus and unify its presence through the region. This includes innovation funding to inspire and support the development of innovative curricular and creative/research projects; funding to bring distinguished and emergent local and national artists and arts leaders to campus to share their work and experience with students, faculty, and community partners; funding to provide material support for Emory Arts marketing, partnering, and publicity/design endeavors; and funding to provide for general administrative costs associated with running Emory Arts.

In the long term, Emory Arts Leadership should be housed in the new Emory Arts Hub. In the short and medium term, new spaces will need to be found in existing campus structures; existing CCA spaces in the Schwartz Center for Performing Arts are inadequate for the staff support required for Emory Arts. The south wing of 400 Candler Library may be a possibility. See Invest in New Physical Spaces
Emory’s upcoming Capital Campaign presents significant opportunities to partner with alumni and community members to consolidate and build Emory Arts and its Leadership. Priorities include:

- Endowing the Director of Emory Arts position
- Raising a significant endowment to support and accelerate the work of Emory’s Office or Division of the Arts, allowing for the development of new awards and for substantial funding support for student and faculty innovation

Significant opportunities exist to partner with alumni and community members through efforts at institutional advancement. Emory’s Office or Division of the Arts will attract donors who wish to support Emory Arts and a vibrant culture of creative innovation on campus and throughout Atlanta.
# The Emory Arts Vision

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Build an Integrated Visual Arts Program

Description and Rationale

Establishing an Integrated Visual Arts Program (IVAP) or Integrated Visual Arts Department (IVAD) will reenergize the arts at Emory by investing in creating and learning in the central unifying field of global practice in the arts.

Grounded in the Emory Arts Vision of Emory University as a preeminent destination for learning and creating in and through the arts, IVAP/IVAD will emphasize multidisciplinary, translational inquiry that extends the insights, methods, and tools of visual arts and literacy into such domains as social justice, human health, digital media, and creative industry. It will also prioritize integrative work that brings knowledge and perspectives from across disciplines into the process of creating new works of art.

Building IVAP/IVAD will foster a more vibrant student culture at Emory by responding to demonstrated student demand for integrative and translational learning in the visual arts. Equipping students with visual arts-based skills and perspectives will help unleash their potential to innovate across the liberal arts curriculum and to become creative leaders of the future.

Drawing on existing faculty resources, new faculty hires, and Emory Arts Fellows drawn from Atlanta’s burgeoning arts scene, IVAP/IVAD will offer students training in foundations and fundamentals of visual creativity in both traditional and digital domains – drawing, painting, photography, sculpture, film and video, digital imaging and modeling, graphic design – while also reaching across departments and units to develop innovative, translational paths of undergraduate study in such visually-inflected fields as marketing, human health, urban studies, and computer science.

The IVAP/IVAD approach, in fostering transative and integrative artistic work and study, will also serve as a model for developing similar paths to multi-disciplinary, artistically informed inquiry in departments, programs, and units across ECAS and throughout the University.

See Open Pathways for Integrating Arts Thinking Across the Curriculum and Establish Emory Arts Fellows Program.
Impact of IVAP/IVAD

Creating IVAP/IVAD will establish the centrality of the visual arts within the curriculum, research culture, and community life of Emory. It will also provide a centralized focal point for Emory’s role in the greater artistic community of Atlanta and the region.

IVAP/IVAD’s instructional, as well as scholarly and creative, programs will intersect with pedagogical and investigative activity across campus, through combined paths of study and collaborative cross-disciplinary connections.

Such opportunities for translational study rooted in visual creativity and literacy will attract the nation’s most gifted creative students to campus. With their unique, multidisciplinary training, they will graduate to become creative leaders in the arts, industry and the academy, reflecting and extending Emory’s investment in translational artistic work across the nation and the world.

Future Headlines for IVAP/IVAD

- Emory Takes the Lead in Transformational Approach to the Arts
- New Approach to Art at Emory a National Model
- Emory Trains Students to be Tomorrow’s Creative Leaders
- Emory Invests in Making Arts Central to Liberal Arts Education
Distinction for Emory - IVAP/IVAD

Emory IVAP/IVAD will be the first undergraduate arts program in the region to focus on translational and integrative approaches to artistic and arts-informed research and learning. GSU focuses primarily on traditional approaches to arts education, while SCAD focuses on training artists to work in local industry, primarily film and design fields.

Emory will be one of the only research universities in the country educating students to translate the skills, perspectives, and creative/research methods of the visual arts into such domains as the natural sciences, human health, and the creative industry.

The translational and integrative focus of IVAP/IVAD will leverage Emory’s nationally renowned strengths in science, human health, and social justice to chart new pathways for students’ creativity and learning, enriching student experience and opening new doors for opportunities as creative leaders after graduation.

Additionally, creating IVAP/IVAD will address expressed student interest in exploring and forging connections between their creative interests and their other studies across the institution.

Timing and Resources

Building the core academic components of IVAP/IVAD is achievable in the medium term. It will require Emory to hire new faculty and design new visual arts and integrative arts curricula.

New faculty resources are required in the following areas:

- 6-10 new tenure-track faculty who specialize in the translation of visual arts creativity and literacy into domains such as human health, social justice, natural sciences, computer science, or creative industry, and/or who integrate knowledge and perspectives from such domains into the visual arts.

- 3-5 Emory Arts Fellows, engaged in full-time teaching and creative/scholarly work on one-year appointments (the number of Emory Arts Fellows available to teach/collaborate in IVAP/IVAD will vary from year to year with the evolving constituency of each Arts Fellows cohort). See Establish Emory Arts Fellows Program.

- 5-10 Affiliated Artists, engaged in part-time teaching of foundations, fundamentals, and class- or project-specific skills. See Establish an Affiliated Arts Program.
Timing and Resources - continued

Existing facilities on the Druid Hills campus can house IVAP/IVAD in the building phase and the medium term. Full implementation of the collaborative, interdisciplinary mission of IVAP/IVAD, however, will require Emory to invest in new spaces to create, collaborate, present, and promote the arts throughout campus and the Atlanta community. See Invest in New Physical Spaces

Program Model

New faculty hires could have tenure homes in existing departments within ECAS or other Emory schools or units as suggested by the translational nature of their creative work – for example, in Computer Science, Human Health, Film & Media Studies, Goizueta Business School, School of Medicine. This constitutes the IVAP (program) model. Advantages include the relatively small administrative cost. Disadvantages include decentralization of faculty, structural and physical obstacles to collaboration, weaker program presence on campus, greater obstacles to future building of program, and greater chance of future divestment.

Department Model

Hiring new faculty directly into a new department – the IVAD (department) model – entails greater administrative costs, but also many advantages.

Advantages of hiring faculty directly into the new department include: centralization of faculty, each member of which has a stake in developing the collaborative IVAD curriculum and creative/research agenda; a much stronger presence/identity of IVAD programs and students on campus; greater long-term stability of institutional resources and support; and a stronger, more centralized outward-facing presence for the visual arts at Emory. IVAD would also provide an institutional home for a number of Emory Arts Fellows and Affiliated Artists. Its faculty roster would be complemented by affiliated faculty with tenure homes in other departments and units, whose research and/or teaching contributes to the translational and integrative mission of IVAD.

Classes could be taught by IVAP/IVAD faculty or by affiliated faculty in other departments or units; a roster of affiliated faculty from across the university will expand the possibilities for collaboration and engagement with IVAP/IVAD students.
Curriculum and Academic Needs

The undergraduate BA curriculum in Integrated Visual Arts will consist of:

1) **Foundations Courses**: Exposure to a broad range of visual media and idioms of artistic creativity and expression, both traditional and digital; to the ways in which these foundations translate into creative work in other domains; and to ways in which research and learning in other domains is integrated into visual arts practice

2) **Fundamentals Courses**: Acquiring skills through intensive creative work in one or more artistic media (traditional or digital)

3) **Translational/Integrative Courses**: Exploring, experimenting, and learning through applied projects, the translation of arts-based skills and knowledge into other fields of creative work, or the integration of knowledge and perspectives from other fields into the creation of visual art

Foundations classes (1) and Fundamentals classes (2) will be housed within IVAP/IVAD and taught by IVAP/IVAD faculty, Emory Arts Fellows, and Affiliated Artists. Translational/Integrative courses (3) may be housed in IVAP/IVAD or in any department or unit of Emory that engages in translational or integrative work.

Students and faculty in IVAP/IVAD will need to be supported with space to create, collaborate, and present their work, and funding for supplies, including technology, with which to create. The establishment of new scholarships and stipends for Emory Arts students will attract students to the program and support their progress toward graduation. See Establish New Scholarships, Stipends, Internships for Students.

Tenure-track faculty in IVAP/IVAD will need to be supported by ECAS or their home school or unit through the tenure process, with clearly outlined pathways to attaining tenure for those in the creative arts or translational fields.

Extensive opportunities for external funding exist. The IVAP/IVAD program as a whole is a nameable entity, as are each of its teaching, creating, and presentation spaces, professorships, and scholarship/stipend support programs for its students and faculty. Extensive ties with the Atlanta arts community, established through the Emory Arts Fellows program, will give IVAP/IVAD a high regional profile, and translational work with creative industry will provide inroads and connections with alumni and other industry professionals both locally and nationally.

Translational work with industry applications may also be eligible for commercialization.
Establish New Scholarships, Stipends, and Internships for Students

Description and Rationale

Ten new Emory Arts Scholarships for undergraduate students in the arts or students engaged in work that translates arts-informed modes of creating into such fields as human health, social justice, or creative industry work will attract the most innovative emerging artists in Atlanta and the U.S. to Emory for undergraduate study.

Some of these Emory Arts Scholarships may be drawn from existing pools of student support, such as Woodruff Scholarships or Dean’s Scholarships. Others may be newly established.

New Emory Arts Stipends will provide sources of funding to students to use to pursue innovative creative/research projects over the course of their time at Emory.

Stipends follow individual students throughout the entirety of their undergraduate careers, enabling open-ended creativity and innovation over the course of several years at Emory.

New partnerships with Atlanta-area arts organizations and creative industry will open new opportunities for internships by Emory Arts undergraduates and students in Emory’s Graduate Program in Arts Leadership, providing students with experiences and connections to become creative leaders of the future. See Establish a Graduate Program in Arts Leadership.

New Emory Arts Scholarships, Stipends, and Internships will elevate and enrich the student experience on campus, nurturing a culture of academic excellence, innovation, and creative expression.
Impact of New Scholarships, Stipends, and Internships

Establishing new Emory Arts Scholarships, Stipends, and Internships will attract the region’s and nation’s most innovative young artists. These resources will also help retain them, by investing in their work and elevating and enriching the cultural life of the University and broader community.

Future Headlines for New Scholarships, Stipends, and Internships

- Emory Invests in Student Arts, Innovation
- New Emory Arts Scholarships Attract Tomorrow’s Creative Leaders
- Emory Student Artwork Purchased by the High Museum of Art
- Emory Undergraduate Awarded Patent for Imaging Technology

Timing and Resources

With the dedication of financial resources and administrative support, work can begin immediately to establish Emory Arts Scholarships, Stipends, and new Internship opportunities.

Scholarships and Stipends can be phased in over time, increased in number as additional resources are identified. The number of Internship opportunities will grow as new partnerships are developed with Atlanta-area arts organizations and creative industry. See Develop Partnerships with Atlanta Arts Organizations

The administration of Emory Arts Scholarships and Stipends can be managed by Emory Arts Leadership, working in collaboration with Emory’s Office of Admissions.

Emory Arts Leadership will work to develop new partnerships with Atlanta arts organizations and creative industry to open new internships opportunities for students. See Invest in Emory Arts Leadership
Establish a Graduate Program in Arts Leadership

Description and Rationale

The Emory Graduate Program in Arts Leadership will provide training, mentoring, and hands-on learning experiences to elevate the careers of individuals from Atlanta and throughout the nation who are working in the arts or who aspire to assume leadership roles in arts organizations and creative industry.

Flexible paths of study will endow students with context and knowledge at the intersection of content areas, enabling them to formulate informed strategies, make effective decisions, and become responsible stewards of financial, organizational, and human resources.

Emory’s program in Arts Leadership can take one or several of various forms; see Emory Arts Leadership Program Benchmarking

The Arts Leadership program could be:

- An MA, which draws equally from Goizueta Business School and Laney Graduate School resources to offer students leadership training tailored to specific areas of creative engagement, such as running a performing arts organization or a creative non-profit
- An MBA, in daytime or evening configurations, that provides intensive training in the financial management, strategic thinking, and other skills required to run a complex creative arts organization or foundation
- A palette of one-year certificate programs that provide students with a business overlay for their background and continuing work in creative fields and industries, such as film production or museum curation
- Shorter, intensive, non-degree-offering programs that provide financial and other managerial credentials to professionals working in creative fields. Credentials earned through such programs could later be applied toward degree programs or one-year certificate programs
- An array of daylong bootcamps convening Atlanta-area artists and creative leaders for focused workshops on such industry-specific topics as film accounting or philanthropic engagement.

All of these graduate possibilities could be combined with four-year degrees offered by ECAS, Goizueta, or the School of Nursing, to create a new 4+1 bachelors/masters program in Arts Leadership.
The Graduate Program in Arts Leadership curriculum will be malleable, allowing the flexibility to create programs that draw on faculty areas of expertise and that respond to the evolving landscape of arts engagement and creative industry both in Atlanta and nationally.

Students will be drawn from throughout the nation, but with a special emphasis on the Atlanta area, which currently has no Graduate Program in Arts Leadership, despite the burgeoning creative culture of the city and local demand for leadership training in the arts.

Multiple, flexible configurations of coursework and programs will provide opportunities for creative professionals from throughout Atlanta to earn degrees, certificates, and training while continuing to work in the arts and industry.

In addition to drawing on regular faculty in Goizueta, ECAS, and other Emory schools and units, the Arts Leadership Graduate Program will leverage the expertise of local and national arts leaders engaged through the Emory Arts Fellows program and the Affiliated Artists program. See Establish Emory Arts Fellows Program and Establish Affiliated Artists Program.

New partnerships with Atlanta-area arts organizations and creative industry will provide substantial opportunities for internships, site studies, networking for Emory Arts Leadership students. See Develop Partnerships with Atlanta Arts Organizations.

**Impact of Graduate Programming in Arts Leadership**

Emory’s Arts Leadership Graduate Program will be the first and only such program in the Atlanta area, providing paths of study demanded by creative industry and emergent local arts leaders.

Working in partnership with area arts organizations and creative industry, Emory’s Arts Leadership Graduate Program will become an engine for inclusive growth of the region and its creative community broadly, enabling talented artists and emergent creative leaders to remain in the city while elevating their careers. It will also allow them to continue investing in the Atlanta arts community after graduation, fortifying the region’s rapidly growing ecosystem for arts practice and leadership.

Graduates of the Arts Leadership Graduate Program will form a network of leaders across creative industry and the arts, elevating Emory’s reputation for investing in the arts and training innovative creative leaders, and broadcasting that reputation nationally and internationally through their creative work.
Future Headlines

- New Emory Program Trains Tomorrow’s Creative Leaders
- New Creative Director at Netflix says Emory made all the Difference
- Emory’s Partnerships in Arts Education a Model for Regional Engagement
- New Emory Program Shapes National Conversations about Leadership in the Art

Distinction for Emory

Emory’s Arts Leadership Graduate Program will leverage its centrality in Atlanta’s burgeoning arts scene to become a principle driver of continued growth of the region’s creative industry and cultural life.

Drawing on connections and resources formed in partnership with Atlanta arts organizations, as well as on the significant existing capabilities of Goizueta, ECAS, and the Laney Graduate School, Emory’s Arts Leadership Graduate Program will attract students from across the country, elevating campus life, inspiring innovative creative work, and providing a pool of creative leaders. These graduates will energize the arts and industry in the region and become transformative leaders throughout the world.

Timing and Resources

Non-degree-offering programs could be generated with a 6-month lead time. Degree-offering programs require 2-3 years of development prior to enrolling their first classes.

Most faculty expertise needed to deliver the Arts Leadership Graduate Program already exists on campus, but degree-offering programs likely would require hiring three to five additional faculty members with specific expertise, either in Goizueta or in departments within ECAS, including IVAP/IVAD. See Build and Integrated Visual Arts Program.

Teaching assignments for existing faculty who would deliver this program would have to be reassigned, thus requiring (roughly) 5 total FTE faculty for a two-year program.

Additional administrative support would be required (probably 3 in total) to cover admissions, program management/student services, and career services.

Marketing efforts would also be necessary, requiring upfront financial investment based on intended market reach.
For non-degree programs, faculty would be compensated for short course delivery at executive education rates with no impact on teaching load. Gaps in teaching could be outsourced or covered by Emory Arts Fellows.

Non-degree programs would be designed and priced to be financially profitable from inception. Degree-granting programs would be self-sustaining – or, ideally, cash-flow positive based on tuition revenue. Scholarship funds would be needed to support students, which could be covered through foundation grants or raised endowment funds.

The Arts Leadership Graduate Program presents significant potential for external funding via development/institutional advancement. Scholarship funds established for students are nameable, as is the program as a whole and/or any of its options or variant configurations (the MBA program, the certificate program).
# The Emory Arts Vision

## Academics

Innovate through scholarship and creative expression

- Build an Integrated Visual Arts Program
- Establish New Scholarships, Stipends, and Internships
- Establish Graduate Program in Arts Leadership

## Spaces

Create a connected, living, impact-oriented intellectual community

- Invest in New Physical spaces
- Invest in Digital Spaces
- Curate and Manage Existing Spaces

## Relationships

Draw strength from Atlanta and add to its richness

- Establish Emory Arts Fellows Program
- Establish Affiliated Artists Program
- Develop Partnerships with Atlanta Arts Organizations
- Develop Relationships with K-12 Schools

## Leadership

Support an inquiry driven, dynamic, and diverse intellectual community

- Invest in Emory Arts Leadership
- Provide Single Point of Contact for Emory Arts
- Advocate for Emory Arts on Campus, Regionally, and Nationally

## Other Academic Considerations

- Open Pathways for Integrated Arts Thinking
- Explore Connections of Arts and Social Justice
- Explore Connections between Arts and Human Health
- Enhance Student Career Advising and Pathing
Open Pathways for Integrated Arts Thinking Across the Undergraduate Curriculum

Description and Rationale

By collaborating with arts departments and other departments/units across the University, Emory should work to chart integrated arts pathways for students. The focus of such pathways would be translating the insights, methods, and tools of artistic practice and literacy into fields of study and research such as social justice, human health, digital media, and creative industry, and/or integrating knowledge and perspectives from those domains into the process of creating new works of art.

The translational and integrative approach to instruction and research of IVAP/IVAD will serve as a model for extending and expanding the Emory Arts vision (i.e., learning and creating in and through the arts) throughout the rest of the Emory campus and Atlanta arts community.

See Build and Integrated Visual Arts Program

Opening pathways for integrative and translational modes of study will nurture a compelling student culture at Emory by responding to demonstrated student demand for transdisciplinary research and learning grounded in artistic practice and by unleashing students' potential to innovate across the liberal arts curriculum and become creative leaders.

Coordination and collaboration among Emory departments and between departments/units and community partners will be led by Emory Arts leadership. See Invest in Emory Arts Leadership
Impact of Integrated Arts Thinking Across the Undergraduate Curriculum

Charting translational and integrative paths of study across the Emory curriculum will affirm the centrality of the arts within the teaching and research mission of the institution.

Teaching and creative/research programs informed by integrative and translational work inflect pedagogical and research culture across campus through collaboration across multiple departments and units.

Such opportunities for translational study rooted in visual creativity and literacy will attract the nation’s most gifted creative students to campus. With their unique, multidisciplinary training, they will graduate to become creative leaders in the arts, industry, and the academy, reflecting and extending Emory’s investment in translational artistic work across the nation and the world.

Future Headlines for Integrated Arts Thinking Across the Undergraduate Curriculum

- Emory Takes the Lead in Transformational Approach to the Arts
- New Approach to Art at Emory a National Model
- Emory Trains Students to be Tomorrow’s Creative Leaders
- Emory Invests in Making Arts Central to Liberal Arts Program
**Distinction for Emory**

- Emory will become the first institution in the country to offer a broad palette of undergraduate programs focused on translational and integrative approaches to artistic and arts-informed research and learning.

- Translational and integrative approaches to teaching leverage Emory’s nationally renowned strengths in science, human health, and social justice to chart new pathways for students’ creativity and learning, enriching student experience and opening new doors for opportunities as creative leaders after graduation. Such approaches also address expressed student interest in exploring connections between their artistic interests and their other studies across the University.

**Timing and Resources**

Numerous integrative and translational paths of study currently exist on campus, including at IDS, the ILA, and other department/units. These paths, typically forged by individual students in relation to individual projects, can be extended and expanded into formalized programs of study across units, department, and schools.

Collaborative work to build such pathways for study, learning, and research can begin immediately with investment in Emory Arts leadership. See [Invest in Emory Arts Leadership](#)
Explore Connections Between Arts and Social Justice

**Description and Rationale**

Exploring and supporting intersections of the arts, social activism, and social justice in teaching and creative/research endeavors will inspire new artistic and translational/integrative work while unleashing the potential of students, faculty, and community partners to inspire positive social change on campus and throughout the Atlanta region.

Through partnerships on creative, scholarly and teaching projects between Emory Arts and other departments, schools, and units (e.g., the Departments of History, Sociology, English, African American Studies, and Political Science, and Schools of Medicine and Nursing), Emory faculty can help students appreciate how art allows us to critique and analyze the meanings associated with social justice concepts—i.e., freedom, justice, and activism. Such conversations will inspire and empower them to engage in programs of social, cultural, and political change.

New partnerships between Emory Arts and Atlanta-area community organizations – including the King Center, the Center for Civil and Human Rights, and the Carter Center – will provide opportunities for students to experience first-hand the process and outcomes of informed civic engagement, and to experience the creation and sharing of art as a tool for raising awareness about social issues and discovering practical solutions.
**Impact and Distinction**

Partnering with community organizations for the creation and presentation of socially engaged art – including collective or public art projects such as printmaking, mural painting/construction, poetry readings, curating exhibitions – raises awareness of community needs, redefines creative discourse, and inspires new public and private initiatives.

Forging connections between the arts and social justice at Emory will cultivate intellectual leadership on pressing issues of the day, engage the Emory community in new forms of scholarship and inquiry, and foster excellence within a diverse campus community that aspires to contribute to the betterment of society.

These endeavors will help make Emory an academic community of choice and cultivate a socially thriving and a compelling student experience, through investment in inclusive and accessible paths of learning, research, and engagement.

Exploring and supporting connections between Emory Arts and social activism will elevate Emory’s status as a core part of the civic fabric of Atlanta and unlock the University’s potential as an engine for inclusive growth and innovation throughout the region and the nation.

**Future Headlines for Emory’s Connections in Arts and Social Justice**

- Emory Leads Effort to Link Academics and Activism
- Emory Funds Prison Arts Program to Support Social Justice
- Emory Social Justice and Arts Exhibit Opens at Center for Civil and Human Rights
- Emory Collaborates with Decatur Book Festival to Expand Youth Reading Programs
Timing and Resources

The pairing of Emory Arts and social activism/justice initiatives can begin immediately. A modest investment in programming is required at startup, as is a modest amount of administrative support, including a means of transporting students and community members to venues throughout the Atlanta. All of these resource requirements may be tied to an investment in Emory Arts Leadership. See Invest in Emory Arts Leadership.

Significant opportunities exist for external funding by engaging with alumni and community partners via institutional advancement and by exploring partnerships with foundations and agencies, such as the National Book Foundation, the Kellogg Foundation, the Ford Foundation, and the National Endowment for the Humanities.
Explore Connections between Arts and Human Health

Description and Rationale

Emory’s distinction and extensive investment in healthcare research and network of healthcare provisions presents a wide array of possible engagements with Emory Arts, each with potentially significant benefit to Emory students, Emory programs, and the regional community. These include:

- Exploring the health impacts of experiencing artistic performances and presentations in medical care contexts, engaging emergent fields such as music therapy, drama therapy, and dance and movement therapy
- Exploring the impact of creating art, as a method of therapy, on mental and physical health
- Engaging the arts and medicine together in the creation of new artistic works
- Collaborating with clinicians and researchers to study and address mental and physical issues that commonly attend the creation of art
- Collaborating with public health researchers to better understand the impact of creative industry (e.g., film and music) on regional health

- Working with colleagues and students in Public Health to better understand the role of public art and arts education in creative placemaking and healthy communities

Coordinating and investing in one or more of these initiatives would consolidate existing individual initiatives, elevating Emory as a regional leader in exploring and advancing the arts as central component in in public health.
Select examples of existing individual initiatives include:

- Emory Dark Arts, a student group, works to explore artist connections arising from the study of mental health (http://www.emoryartsunderground.com/dark-arts)
- Humorology Atlanta, founded by Emory Theater alums, brings clown care to CHOA and other regional health providers to aid in the healing process (http://www.humorologyatlanta.org/)
- Emory’s Theater Studies Department has partnered with the School of Nursing, the Patient Simulation Program of the School of Medicine, and the Center for the Study of Human Health to offer undergraduate courses on Storytelling for Scientists, Experiential Anatomy, and Nutrition for the Performing Arts

**Timing and Resources**

Partnering across the University to connect Emory Arts and Healthcare initiatives can begin immediately. The development of new courses and student-centered collaborations will entail modest investments of faculty and administrative resources.

Significant opportunities exist for external funding by engaging with alumni and community partners via institutional advancement and by exploring partnerships with foundations and agencies, such as the National Institutes of Health and National Endowment for the Arts.
Enhance Student Career Advising and Pathing

Description and Rationale

New advising and career-pathing programs for Emory undergraduates will better enable students to envision pathways for translating their passion for artistic and work and inquiry into various career paths after graduation, whether in the arts, creative industry, or elsewhere.

Tying the capacity for creating in and through the arts to concrete post-graduate opportunities will liberate students to pursue the arts as a primary objective without fear of professional derailment. Additionally, the advising and career-pathing initiative will motivate non-arts majors to augment their curriculum with arts-related courses. Such courses will endow them with additional perspectives via translational work, with new approaches to problem design and analysis, and with newly forged personal and professional connections to Atlanta-area arts organizations and creative industry.

Enhanced advising and career-pathing will make Emory an academic community of choice and create a compelling student experience. The arts stand at the heart of the University’s ability to innovate through creative expression; thus it should prioritize helping students explore how different ways of engaging with the arts may lead to viable careers and impactful creative leadership opportunities.

Emory Arts Leadership will lead the coordination and collaboration between Emory departments, programs, and schools for the enhanced advising and career pathing initiative.

See Invest in Emory Arts Leadership
**Impact of Career Advising and Pathing**

Enhancing advising and tapping into existing and emerging partnerships with Atlanta-area arts organizations will help Emory become a destination university for students who aspire to make arts a meaningful component of their careers. By helping students to articulate the value of hiring graduates with arts-related perspectives into non-artistic organizations, Emory will also position itself as a talent-pipeline for forward-thinking corporations and institutions.

Deploying Emory students into arts-related organizations in Atlanta will help meet industry needs for talent, enhancing the organizations’ capacity for thought leadership and creating desired bridges between the regional arts community and the University.

Efforts to provide enhanced career pathways can reposition the value of arts education as essential knowledge for organizations. Emory can make a fundamental contribution by ensuring that companies recruiting Emory students see the value in artistic experience: Artistic work hones perspectives and skills that can help drive innovation, uncover core values, and enhance internal and external communication.

**Distinction for Emory**

Emory’s liberal arts curriculum, commitment to interdisciplinary study, robust alumni network in the arts, and location in a thriving urban center for arts and culture creates a distinctive set of opportunities. In addition to facilitating internships for Emory students, Emory should take advantage of these opportunities to offer arts treks, host visiting luminaries and speakers, develop applied practicums, and facilitate credit-bearing apprenticeships in ways that embrace translational and integrative arts-oriented work and set us apart from peer institutions. See [Open Pathways for Integrated Arts Thinking Across the Undergraduate Curriculum](#)

These efforts align perfectly with the launch of ECS102: The Liberal Arts Edge. The pilot EDGE offering in Spring 2019 is focused on helping students to articulate the value of skills acquired through a liberal arts education and translate them into career opportunities. Additionally, some of the described options are already being delivered on a smaller scale, in conjunction with the Goizueta, to students enrolled in the undergraduate Arts Management Concentration. The Emory Career Center also already hosts arts-related career panels and programs and maintains a network of alumni working in the arts. Enhanced career pathing and advising for students with demonstrated interest in the arts builds upon this work in a more focused and concrete manner.
Timing and Resources

Some of these efforts are already in place, and augmented capacities can be phased in over time. The pace of implementation is constrained only by the staffing and financial resources devoted to the effort.

Almost all of these efforts involve partnerships: Faculty advisors will need to work with the Career Center; departments across the university will need to build relationships with Atlanta-area arts institutions; and the University will need to activate and leverage its alumni base. To achieve robust implementation, dedicated staff effort and/or faculty course releases, in order to devote time to these efforts, are required. New specialized classes may need to be developed.

Some of these efforts might be supported by foundations dedicated to promoting the arts, and/or target donor contributions. It is also possible that a corporation could sponsor some of these activities.
# The Emory Arts Vision

## Academics

Innovate through scholarship and creative expression
- Build an Integrated Visual Arts Program
- Establish New Scholarships, Stipends, and Internships
- Establish Graduate Program in Arts Leadership
- Other Academic Considerations

## Spaces

Create a connected, living, impact-oriented intellectual community
- **Invest in New Physical spaces**
- **Invest in Digital Spaces**
- **Curate and Manage Existing Spaces**

## Relationships

Draw strength from Atlanta and add to its richness
- Establish Emory Arts Fellows Program
- Establish Affiliated Artists Program
- Develop Partnerships with Atlanta Arts Organizations
- Develop Relationships with K-12 Schools

## Leadership

Support an inquiry-driven, dynamic, and diverse intellectual community
- Invest in Emory Arts Leadership
- Provide Single Point of Contact for Emory Arts
- Support and Advocate for Emory Arts on Campus, Regionally, and Nationally
Invest in New Physical Spaces for Creating and Teaching

Description and Rationale

Emory Arts Hub

The creation of an on-campus Emory Arts Hub, with new connected spaces for artistic creation, teaching, learning, and collaboration, will make Emory a preeminent destination for creative innovation in Atlanta and the nation. Such spaces will inspire innovative and collaborative work from students and faculty, contributing to a compelling student experience and elevating the presence of the arts on campus.

The Emory Arts Hub will be structured around providing physical adjacencies between Emory Arts departments/programs and establishing a centralized locale for artistic creation and learning on the Druid Hills campus. By bringing leaders from various creative fields into contact with one another, the Hub will inspire and support innovative collaborations.

Given its presence on the Druid Hills campus, the Emory Arts Hub will make the process of artistic and translational/integrative creativity and learning central to the Emory experience and make the arts a highly visible part of the campus community.

The Emory Arts Hub will house IVAP/IVAD, along with Departments of Music, Dance, Theater, Film & Media, and Creative Writing. It will also house Emory Arts Leadership.

We recommend the Arts Hub include:

- Office, studio, and classroom spaces
- Communal spaces for collaborative work and casual, unplanned interactions between students, faculty, and community members
- Flexible incubator spaces for intensive, trans-disciplinary creation, study, and interaction; and
- Presentation spaces for the sharing, display, performance, and discussion of new work by students, faculty, and members of the Atlanta arts community.

See Build an Integrated Visual Arts Program and Invest in Emory Arts Leadership.

Construction of the Emory Arts Hub culminates Emory’s quarter-century of efforts to build a vibrant arts community on the Druid Hills campus, inaugurated with the opening of the Carlos Museum and continued with the opening of the Schwartz Center in 2003 and the Stuart A. Rose Library in 2015. Possible sites for the Hub include Emory Village; the south side of North Decatur Road, opposite the Schwartz Center; or on the present-day Druid Hills campus itself.
Completing the process of centralizing and elevating the arts on campus, the Emory Arts Hub will be the center of cultural life and make the Emory campus a magnet for creative artists and innovative leaders from throughout the region.

**Briarcliff Sound Stage**

A state-of-the-art film and television studio on the Briarcliff campus will provide Emory students with the facilities they need to learn to become visionary leaders in film and related industries. Building the Briarcliff Sound Stage answers an urgent and long-standing need in Emory’s Film Studies curriculum, and responds to industry desire to partner with Emory to create a pipeline of “above-the-line” content creators for television, film, and other media, including screenwriters, producers, and showrunners.

In addition to serving as a teaching space, a top-line, intown production studio, possibly developed in partnership with Atlanta film industry, will capitalize on existing and ongoing industry projects on the Briarcliff campus, and will open new opportunities for internships and other engagements between Emory students and Atlanta-area production houses.

See [Develop Partnerships with Atlanta Arts Organizations](#).

**New Presentation Spaces on Campus**

Alongside the Emory Arts Hub, dedicated campus spaces for the presentation of new works – notably a proscenium theater and a state-of-the-art theater for screening films – will invigorate cultural life on campus and present substantial opportunities for creative and commercial partnerships throughout the Atlanta area.

**Emory Spaces in Midtown**

The development of Emory Midtown spaces for creative work will extend the presence of Emory Arts into regional geographies beyond the Druid Hills campus. Such spaces will present opportunities for collaboration with Atlanta arts partners, allowing Emory to forge new connections with individuals and organizations throughout the region. See [Possible Atlanta Shakespeare Company Collaboration](#) and [Possible ADAMA Collaboration](#).
Impact

New spaces for artistic creation, learning, and collaboration will energize cultural life on the Druid Hills campus, adding vibrancy to the student experience and helping to recruit and retain students.

New spaces for collaboration and creation will further unleash and elevate faculty excellence by inspiring and enabling creative innovation and the development of translatable and integrative arts curricula and creative work.

Creating new spaces for collaborative projects with members of the Atlanta arts community – including works of film, theater, dance, and music – will deepen relationships between Emory, regional arts organizations, and creative industry.

The Emory Arts Hub and Briarcliff Sound Stage will elevate Emory’s status as a magnet for creative individuals and industries throughout the region, bridging the gap between the creative cultures of the University and the broader Atlanta community.

Future Headlines

- New Arts Hub the Creative Center of Emory, Atlanta
- Emory Film Partnerships Yield Oscars
- Emory Draws Students with New Opportunities for Creativity, Collaboration
- Emory Arts Hub an Incubator for Multidisciplinary Innovation
- Emory Elevates Atlanta Arts with New Creative Corridor

Distinction for Emory

The Emory Arts Hub will inspire new ventures and collaborations among students, faculty, and area artists, making Emory a magnet for young, student and emergent artists and creative organizations throughout Atlanta, the Southeast, and the nation.

With the recent opening of the Schwartz Center and Rose Libraries, Emory is uniquely positioned to create a comprehensive infrastructure for creativity and innovation on the Druid Hills campus with the completion of the Emory Arts Hub.

The Emory Arts Hub will revitalize and elevate student life on campus, making the campus culture a key asset in the University’s efforts to recruit and retain the world’s most creative and innovative undergraduate students.

Spaces and structures currently available on the Briarcliff campus, together with existing faculty and student talent, present a unique opportunity to build a state of the art, in-town facility for film production and pursue collaborative projects with the film and media industries.
Timing and Resources

Construction of a Briarcliff Sound Stage can begin in the short term, pending feasibility studies and the allocation of funding. For use as a concert or performance venue, the Briarcliff campus does present significant accessibility and logistical challenges, and its distance from the Druid Hills campus may negatively impact its viability as a classroom space. However, the time-intensive nature of film production, the low rate of vehicle traffic required for such production, and the already frequent use of the site for filming indicate the potential value of investment opportunities in this area.

Construction of the Emory Arts Hub on the Druid Hills campus is possible in the medium or long term, pending work within the framework of Emory’s Master Planning process. In January 2019, the Arts Task Force completed a comprehensive survey of space needs by existing and proposed (i.e., IVAP/IVAD) Emory arts departments and programs, and submitted the survey results, along with an outline of critical adjacencies, to Emory’s Capital Master Planning group. This material is presently with Sasaki for benchmarking and siting study. See Spaces Survey and Consolidated Report.

The film-production sound stage, proscenium theater, film-screening theater, and other presentation spaces present considerable opportunities for commercialization via partnerships with creative industry (e.g., renting the facilities to area arts organizations). Funds generated could be used to make further improvements on the Briarcliff campus or to invest in film-making programs or other aspects of Emory Arts. Exploring rental opportunities for dedicated presentation spaces on the Druid Hills campus would further elevate the vitality of cultural life on campus, enriching and energizing the student and faculty experience.

New arts spaces present substantial opportunities for external funding through institutional advancement. The Emory Arts Hub can be named as a whole (as with the Schwartz Center for Performing Arts, the Stuart A. Rose Library, and the Carlos Museum). The Briarcliff sound stage and standalone spaces for presentation (proscenium theater, film-screening theater) are also nameable, as are individual rooms and studios within any Emory Arts Building. Smaller naming opportunities also abound, including theater seats, walkway pavers, benches, courtyards, and so on.
Invest in Digital Spaces

Description and Rationale
A new digital platform maintained by Emory Arts will become the go-to source for all things artistic at Emory and in the Atlanta area. It will provide up-to-the-minute schedules of events, ticketing information, information about productions and projects, resources for creating and partnering throughout the city, directories of resources available to artists, an online virtual network for connecting across organizations and industries, eased pathways for locating sources of funding, and other materials and information that would evolve over time.

Impact
A new digital platform will respond to needs expressed across Emory and the community—i.e., the need to consolidate information about regional creative projects and opportunities, to foster new collaborative work, to create clearer pathways to partnering with Emory, and to publicize the collective impact of the arts and creative industry throughout the region.

Distinction for Emory
A new digital space will leverage Emory’s financial and technical resources to make Emory Arts the regional leader in publicizing the collective impact and future potential of the arts in Atlanta. No such digital space currently exists in the region.

Emory’s virtual elevation of regional arts projects and opportunities for further creative innovation will raise the artistic profile of Atlanta and the Southeast region as a whole.

Timing and Resources
Research on possible platforms, formats, technologies, services, and content can begin immediately. All that is needed is investment in Emory Arts Leadership to begin consultation, research, and platform design. See Invest in Emory Arts Leadership.
Curate and Manage Existing Spaces

Description and Rationale

A committee of faculty and staff, led by a faculty Campus Arts Curator in partnership with the Director of Emory Arts, will work to identify, create, curate, and manage Emory’s existing physical spaces, so as to make the Druid Hills campus and other Emory properties art-filled spaces. See Invest in Emory Arts Leadership

Making all Emory properties into spaces for the creation and presentation of art will inspire new, innovative, and collaborative work across all domains of research and learning, contribute to a compelling student culture on campus, and – by virtue of the extensive network of Emory properties throughout the region – elevate the cultural vitality of the Atlanta area as a whole.

Extending the presence of Emory Arts throughout the Druid Hills campus and across the metro region will make Emory a prominent voice in emerging national dialogues about creative placemaking in Atlanta and across the country.

Creative placemaking is an evolving field of practice in art, design, architecture, and urban planning that leverages the power of the arts, culture, and creativity to serve community interests while driving broader agendas for growth and community transformation in ways that build the character and quality of place. (See the National Endowment for the Arts working paper on Creative Placemaking here: https://www.arts.gov/publications/creative-placemaking)

The Campus Arts Curator and Committee will work with Emory Arts Leadership and University leadership to identify and activate interior and exterior spaces on the Druid Hills Campus, including the Emory Quad, through the public exhibition of art. Such art may include work created by students and faculty and by Emory Arts Fellows. They will also work to identify and open public spaces to the process of artistic creation, energizing student culture and campus life by making the creative process itself a central feature of daily life at Emory. See Establish Emory Arts Fellows Program
**Impact of Curating and Managing Existing Spaces**

The intentional curation of all Emory spaces will open new ways of seeing the world to student, faculty, and community partners. This will inspire innovation and new collaborations in the arts and across the campus and community.

Curating all public spaces on the Emory campus to make them showcases for Atlanta and national artists will make the Druid Hills campus and other Emory properties magnets for community members and local creative partners, unleashing Emory’s potential to drive regional creative innovation and elevate the Atlanta area as a national center for the arts.

Making the Druid Hills campus an art-filled space will attract, inspire, and retain the nation’s most innovative undergraduate artists and creative leaders, and provide them with public, central, and highly visible spaces in which to experiment, collaborate, and present their evolving creative work. See [Establish New Scholarships, Stipends, and Internships for Students](#).

**Future Headlines**

- Emory’s Student Popup Gallery Takes Atlanta by Storm!
- Fred Wilson Retrospective Opens on the Emory Quad
- Emory Commissions Chihuly Installation for Lullwater Park
- Emory’s Curatorial Vision Spreads throughout Atlanta
**Distinction for Emory**

Curating and managing existing spaces will make Emory a regional leader and innovator in advancing and elevating public art and make the Emory campus into a regional and national arts destination.

Commissioning works by Atlanta-area artists for public presentation in Emory spaces will allow Emory to support and elevate the Atlanta arts community as a whole.

Emory’s considerable property holdings on the Druid Hills campus and throughout the metro area make it uniquely positioned to activate those spaces through arts curation and management.

The work of the Campus Arts Curator and Committee will build on the work of the existing Public Arts Committee, expanding into all Emory spaces and extending its purview into the presentation of faculty, student, and community partners’ works and artworks in progress.

**Timing and Resources**

Work on Curating and Managing Existing Spaces can begin immediately. The most important resource will be the institutional authority granted to the Campus Arts Curator by University leadership, empowering him/her to partner with campus stakeholders to open public spaces for the arts.

The Campus Arts Curator will be a faculty member, with partial administrative release from teaching. He/she will be devoted to identifying new spaces for the presentation of art, analyzing their viability, partnering with stakeholders, and collaborating with University leadership. The Campus Arts Curator will coordinate his/her efforts closely with Emory Arts Leadership.

A modest amount of administrative support and office space will be required, which may exist within the current proposal for investing in Emory Arts Leadership. See [Invest in Emory Arts Leadership](#).

There are extensive opportunities to externally fund this initiative. Engaging with alumni and Atlanta-area artists, by presenting their work, will expand Emory’s base of potential donors. Individual presentation sites can be named. An endowed fund to support the presentation of art on campus could also be named. In addition, such spaces could be named for contributing corporate partners, such as Delta Airlines, Sun Trust, or Bank of America.
# The Emory Arts Vision

## Academics
*Innovate through scholarship and creative expression*
- Build an Integrated Visual Arts Program
- Establish New Scholarships, Stipends, and Internships
- Establish Graduate Program in Arts Leadership
- Other Academic Considerations

## Spaces
*Create a connected, living, impact-oriented intellectual community*
- Invest in New Physical spaces
- Invest in Digital Spaces
- Curate and Manage Existing Spaces

## Relationships
*Draw strength from Atlanta and add to its richness*
- Establish Emory Arts Fellows Program
- Establish Affiliated Artists Program
- Develop Partnerships with Atlanta Arts Organizations
- Develop Relationships with K-12 Schools

## Leadership
*Support an inquiry driven, dynamic, and diverse intellectual community*
- Invest in Emory Arts Leadership
- Provide Single Point of Contact for Emory Arts
- Support and Advocate for Emory Arts on Campus, Regionally, and Nationally
Establish Emory Arts Fellows Program

Description and Rationale

The Emory Arts Fellows program will provide one to two years of full-time material support for ten Atlanta-area and national artists and arts leaders annually.

Each Emory Arts Fellow will be given space, in which to create new work (studio and/or office space) and present their work (gallery/exhibition spaces or performance venues), a stipend, healthcare, and housing as needed.

During their fellowship year, Emory Arts Fellows will serve as teaching and creative/research faculty, with programs of engagement tailored to the skills and experience of each fellow. All fellows will engage intensively with Emory students in the arts, arts leadership, and translational/integrative fields of study. In particular, they will mentor students on building creative careers and finding creative opportunities after graduation.

The Emory Arts Fellows program will contribute to making Emory a preeminent destination for innovative artists and arts leaders, and it will elevate the student experience in the arts through interaction with creative leaders from Atlanta and throughout the US.

Emory Arts Fellows will serve as a core teaching and creative/research resource in Emory’s Integrated Visual Arts Program or Department (IVAP/IVAD). See Build an Integrated Visual Arts Program.

The Emory Arts Fellows program will be administered and coordinated across departments, schools, and units of the University by Emory Arts Leadership. See Invest in Emory Arts Leadership.
Pictured (clockwise, from top left) Natasha Trethewey, Julia Roberts, Usher Raymond, Lou Gossett, Antwan Patton (Big Boi), Amy Ray and Emily Saliers (Indigo Girls), Adam Richman, Fahamu Pecou, and Margaret Baldwin
Impact

The Emory Arts Fellows program will enhance and elevate the student experience by providing opportunities to learn and develop creative skills from some of Atlanta’s and the nation’s most innovative leaders, thinkers, and practitioners in the arts.

Working with practicing artists whose professional home is regularly outside of the university environment, students will learn first-hand how to chart careers and pathways in the arts beyond the Emory campus and after graduation.

Engaging with Emory Arts Fellows whose work translates artistic knowledge and literacy into other domains of creative work in science, technology, and industry will help students envision and connect with broader paths of study and engagement, educating them to become creative leaders of the future.

The teaching role assumed by Emory Arts Fellows will help build the profile of Emory’s arts departments and programs, including IVAP/IVAD, and provide regular faculty members with flexibility to pursue long-term creative projects of their own, both on and off campus.

Appointment of Emory Arts Fellows will reduce or eliminate ECAS’s present reliance on temporary adjunct faculty in the arts.

Future Headlines

- Emory University Distinguished Professor Donald Glover says “This is America”
- Emory Invests Big in Atlanta Arts Community
- Ten Atlanta Artists Have New Homes at Emory
- Emory Takes the Lead in Arts Education
- New Partnership with Atlanta Artists Benefits Emory Students
**Distinction for Emory**

Establishment of the Emory Arts Fellows program will be a powerful signal of Emory’s commitment to supporting the work of Atlanta-based artists and to leveraging its resources to grow the artistic community of the region.

Emory may be the first and only university in the country to establish an arts fellowship program of this size or scope. Broadly comparable programs, such as MIT’s, focus on connecting individual students and artists, or, like Stanford’s, provide short-term non-teaching support for artists and their work. GSU has been investing heavily in its Ernest G. Welch School of Art & Design, but its focus has been on investments in fulltime faculty and building MFA programs in the creative arts, rather than bringing local artists into contact with undergraduate students.

Emory is uniquely positioned to establish an Arts Fellows program by virtue of its ability to leverage connections with Atlanta’s exploding arts scene and the flexibility of Emory’s arts curricula.

Emory’s position in the South – and in Atlanta particularly – will also attract Arts Fellows invested in creating art that speaks to public service and social justice. See [Explore Connections Between Arts and Social Justice](#)

Finally, the program will foster a lifelong affinity for the University among Arts Fellows, and as such figures mature and gain national or international prominence, they will continue to advocate for and support Emory.
Timing and Resources

Establishing the Emory Arts Fellows program is achievable in the short or medium term. Spaces for creating and presenting work are available on the Druid Hills campus and/or surrounding Emory-owned properties. Funding for stipends and healthcare will be required.

The Emory Arts Fellows program presents substantial possibilities for engagement with alumni and community partners in the area of institutional advancement. If a sustaining endowment is established, the program is namable as a whole, and/or each of its ten constituent fellowships can be named individually.

Emory Arts Fellows can have their campus homes in any department, unit, or school at the University. While most will be housed in arts departments within ECAS, fellows can be located wherever their work intersects with the projects of Emory students – in other departments throughout ECAS or in the Medical or Business Schools.

Since SACS requires instructors of record to have attained at least a master’s degree, Emory Arts Fellows will teach as affiliate faculty, supervised by an instructor of record who is a permanent faculty member. (This model of engaging affiliated faculty is currently employed in Emory’s Department of Music.)
Establish an Affiliated Artist Program

Description and Rationale

The Affiliated Artist Program will connect Atlanta-area artists with Emory students and faculty on a part-time basis, for the purpose of teaching specific classes, providing seminars and other capstone experiences, or collaborating on specific creative projects, such as a Theater Emory production or an art installation.

Affiliated Artists will be paid by Emory in relation to services provided and standard institutional per-service payscales (currently around $4000 per course per semester in ECAS). They will also be provided with healthcare for the duration of their contract period. Contract periods may be as short as one semester or as long as two years, as dictated by projects and plans of engagement.

Providing healthcare to Affiliated Artists changes the national dialogue about support for artists and institutional support for affiliated faculty in the arts. It will make Emory a national leader as an innovator in the arts, and it will attract artists from around the country to the University and Atlanta, elevating the artistic vitality of the region as a whole.

Affiliated Artists will engage in part-time teaching of foundations, fundamentals, and class- or project-specific skills in Emory’s Integrated Visual Arts Program or Department (IVAP/IVAD). See Build an Integrated Visual Arts Program

The Affiliated Artists program will be administered and coordinated across departments, schools, and units of the University by Emory Arts Leadership. See Invest in Emory Arts Leadership
**Impact of Affiliated Artist Programs**

The Affiliated Artist Program will enhance and elevate the student experience by growing and diversifying Emory’s pool of arts instructors, and enhance the excellence of faculty work by formalizing avenues for collaboration with Atlanta-area artists.

Providing healthcare to Affiliated Artists will be a powerful signal of Emory’s commitment to supporting the work, livelihood, and health of the Atlanta arts community. The provision of healthcare will cement long-term relationships between Emory and members of the arts community. It will make Emory a magnet for the region’s most talented and innovative artists and attract artists from throughout the country to the Atlanta area, contributing to the Atlanta arts community as a whole.

**Future Headlines**

- Emory Takes the Lead in the Arts, Healthcare
- Emory’s Changes the Debate about the Arts and Healthcare
- Emory Program for Healthcare in the Arts a National Model
**Distinction for Emory**

Establishing the Affiliated Artists program will change the national dialogue about healthcare, education, and the arts, making Emory the first university in the nation to provide healthcare to artists engaging in part-time teaching or collaborative work on student and faculty projects.

Emory is uniquely positioned to establish such an Affiliated Artists program by harnessing the resources of Emory Healthcare to the project of supporting and growing the arts community in Atlanta.

**Timing and Resources**

Establishing the Affiliated Artists program is achievable in the short or medium term. Funding for per-service pay and healthcare for Affiliated Artists will be required.

Since SACS requires all instructors of record to have attained at least a master’s degree, Emory Arts Fellows will teach as affiliate faculty, supervised by an instructor of record who is a permanent faculty member. (This model of engaging affiliated faculty is currently employed in Emory’s Department of Music.)
Develop Partnerships with Atlanta Arts Organizations

Description and Rationale

Cultivating new partnerships with Atlanta arts organizations and strengthening existing partnerships will expand opportunities for learning, create pathways for engagement with Emory students, and develop new avenues for collaboration with Emory faculty.

By partnering institutionally with Atlanta arts organizations – rather than at an individual or departmental level.

Emory can leverage its substantial resources to elevate Atlanta as a center for artistic creativity regionally and nationally. Such partnerships would also contribute to a compelling student experience by enhancing students’ accessibility to artistic expertise, programming, and professional development opportunities.

Emory’s commitment to regional partners can take several forms, each with returns to the Emory community; for example:

Formalizing existing relationships with the Woodruff Arts Center, Atlanta Symphony Orchestra, High Museum of Art, and Alliance Theater would expand and extend the physical space available for collaborative work and digital space for information sharing and publicity. Formal partnerships with arts organizations (including the film and media industry) may also provide internship opportunities for Emory students, teaching opportunities for local artists, research opportunities for Emory faculty, and access to productions for members of the Emory community.

See Establish New Scholarships, Stipends, Internships for Students, Establish Emory Arts Fellows Program, Establish Affiliated Artist Program, Invest in New Spaces, and Invest in Digital Spaces
Emory’s investment in production costs and improvements of physical infrastructure for partner organizations – such as the African Diasporic Art Museum of Atlanta (ADAMA) and the Atlanta Shakespeare Company – would open new exhibition and performance spaces to Emory students and faculty and lead to new training/internship and collaboration opportunities for members of the Emory community. See Possible Atlanta Shakespeare Company Collaboration and Possible ADAMA Collaboration.

Emory’s capital investment in properties – and, where appropriate, acquisition of properties – currently owned or leased by Atlanta arts organizations will stabilize the physical spaces used by creative partners and open those spaces for use by Emory students and faculty. It would position Emory as a crucial stakeholder in emerging neighborhoods across the region and allow for the geographic expansion of Emory Arts throughout the metro region (through sited collaborations, pop-up performance and exhibitions, residencies and exhibitions by Emory students and faculty, and other projects).

Impact of Partnerships with Atlanta Arts Organizations

Developing a network of partnerships with arts organizations throughout the Atlanta metro area would leverage Emory’s resources to elevate the creative culture of the region as a whole, expand Emory Arts’ presence in the community, and contribute to a compelling student experience by creating diverse opportunities for experiencing the arts throughout the city.

Partnering institutionally with area arts organizations, rather than merely fostering more individual or departmental relationships, will ensure consistent and sustaining relationships over time. Such an approach will also provide more substantial opportunities for long-term collaboration and investment, as well as opportunities for mutually beneficial publicity and branding.

Formalizing existing partnerships between Emory and the Woodruff Arts Center will create a unique and comprehensive educational-creative center for Atlanta and the region, opening new opportunities for teaching, learning, and collaboration.
Investing in smaller Atlanta-area arts organizations will stabilize and expand the landscape of artistic production throughout the metro area, growing and advancing Atlanta as a national hub for innovative artistic work.

Formal partnerships with organizations such as the Atlanta Symphony Orchestra will attract top student artistic talent to Emory from across the nation.

**Future Headlines**

- Emory Invests Big in Atlanta Arts
- Emory Partners with Woodruff to Train the Next Generation of Arts Leaders
- Emory Investment Changes Outlook for Atlanta Arts Community
- Investing in the Arts, Emory Makes Atlanta a Center for Creative Innovation
- New Investment Opens Doors for Emory Students and Faculty

**Timing and Resources**

Developing new partnerships can begin immediately. Funding, administrative, and other resources will vary across individual collaborations.

The Woodruff Arts Center and Atlanta Symphony Orchestra have already signaled interest in formalizing existing partnerships with Emory.

The Atlanta Shakespeare Company/Shakespeare Tavern and ADAMA have also indicated interest in developing new partnerships with Emory. See Possible Atlanta Shakespeare Company Collaboration and Possible ADAMA Collaboration

Emory Arts leadership will work with University leadership to identify new opportunities for mutually beneficial partnerships, to identify effective modes and models for partnering, and to serve as an outward-facing clearing house for communications between regional partners and University leadership. See Invest in Emory Arts Leadership

Significant opportunities exist for external funding and commercialization of these endeavors. Partnerships with alumni and community members could substantially advance Emory’s ability to partner with area arts organizations, and proceeds generated by partner organizations could be funneled back to Emory to support student and faculty work.
Develop Partnerships with K-12 Schools

**Description and Rationale**

One Emory: Engaged for Impact requires an outward facing reach that both enhances what’s already available and addresses the gaps and needs of the larger Atlanta community. Connectedness between audiences and Emory Arts cannot occur through a single interaction but instead through a series of programs, events and relationships that build toward an overall sustained experience. If Emory envisions the Arts as a significant core human experience, new levels of skills, additional or alternative resources, and different end goals are required. The Arts Task Force sees the need to establish, concretize, and maintain relationships, ventures, and partnerships with metro Atlanta K-12 communities in order to enhance the quality of what we do on campus and build a pipeline for students to help make Emory Arts a choice destination.

Collaboration with K-12 allows the University to work in and through the Arts. Faculty who engage K-12 students are able to spread their expertise and knowledge to a generation just beginning to understand world operations. The Arts bring not only aesthetic appreciation and criticality but also a re-enlivening of the spirit by articulating complex concepts through forms and forums that force viewers, users, and patrons to stretch beyond what is there to what is possible.

By developing educational partnerships between Emory Arts and K-12 schools, Emory will invest in Atlanta as a Gateway to the World. Investing faculty and other resources in STEAM programs provides students and teachers with critically important learning experiences, knowledge, and mentoring. For the Arts, the connection faces outward and inward. The inward direction consists in is allowing students, teachers and districts to look at Emory as an Arts destination of choice and leader—in ways that have not necessarily been done before.

Emory Live in the ATL, for example, could introduce the magic of live performance of music, theater and dance and expand opportunities of arts education to students and teachers at schools throughout the Atlanta metropolitan area.
Through student matinee performances and screenings, teacher workshops, and visiting artists and scholars in classrooms, thousands of K–12 students and their teachers could participate in the arts through an Emory Live in the ATL program each year. And/or, creation of a robust afterschool program with middle schoolers to teach K-12 media literacy through critical engagement and video production could distinguish Emory in the community and expand its reach—partnerships of which could be cultivated between Emory Arts, K-12 schools, and external media arts organizations.

**Impact of New/Enhanced Intersections with K-12 Schools**

The formation of arts-based, University-school-community partnerships has become a popular strategy for addressing declines in arts resources and opportunities for K-12 students. The most successful programs tend to take the form of a coalition that links cultural organizations and artists to local schools. The effect of such programming can be powerful in areas plagued by resource constraints and inequities. Not only do partners work directly with school-based educators, equipping them to provide high-quality arts instruction, but they also engage with arts organizations and artists to offer enriching complements to the school curriculum.

Emory’s contribution to these partnerships could be to provide sites where faculty can produce creative works and conduct research, and settings where Emory students can gain valuable work experience through internships, practicums, and volunteer experiences. Community arts organizations, artists, and cultural organizations enter into these partnerships hoping to expand the audience for their art and thus try to make a difference in the lives of young people. K-12 schools forge these partnerships hoping to expose their students to the arts and to experience making and responding to art. The impact for making Emory much more viable in the lives of children should be evident. For example, these partnerships might provide students with opportunities to visit the Carlos Museum to study the ‘Do or Die’ exhibit, screen the latest documentary, conduct research on the handwritten poems of Langston Hughes within the Rose Library, see live theater, slam poetry or dance performance, or learn about music from a trained jazz musician. Some of these partnerships could lead to other creative and interactive ways to leverage existing resources and make Emory Arts central to cultural production in Atlanta.

**Future Headlines**

- Emory Builds One-of-a-Kind Arts Pipeline to Entry
- Emory University Invests in K-12 Media Literacy
- Emory Has Become the Leading Arts Conduit in the City
Timing and Resources

As listed in the appendix, a few Emory Arts departments already engage in K-12 partnerships. Providing both build-out capacity and integrated institutional infrastructure would allow for those to develop further and encourage other departments to create programs. The initiative can be done in phases over the course of 2 to 4 years—laying the ground work for a comprehensive roadmap that includes each of the Arts departments and programs with various K-12 partners (both existing and cultivating new ones). One excellent possibility would be for Emory to align itself with a national program such as The Posse Program. The Posse Foundation identifies, recruits, and trains high school seniors with extraordinary leadership potential. Posse Scholars receive full-tuition leadership scholarships. Emory partnering with the Posse Foundation could target these recruits specifically for the Arts or STEAM programs that encourages the confluence of Arts and science learning.

Most universities do not pay the kind of attention they should to the question of the communities they inhabit—Emory included. One of the critical aspects of University engagement with K-12 is student transportation to and from Emory’s campus. Student transportation to satellite locations or venues is virtually non-existent. Shuttles and buses must provide group transportation to university sanctioned activities, classes, departments, and organizations. Additionally, individual ride requests should be provided for students enrolled in an Arts course that has a K-12 partnership or an internship for academic credit with an Arts partner.

Many opportunities for external funding and/or commercialization exist including potential partnerships with organizations such as the Coca-Cola Foundation (Enhancing Communities), FedEx (Logistics/Transportation), and NCR (STEAM).
Appendices
Appendices

Task Force Information and Engagement Activities
- Task Force Membership
- Task Force Charge
- CCA Executive Sessions Attendees
- Town hall Attendees
- Key Milestones

Opportunities to Engage with Atlanta
- Possible Atlanta Shakespeare Company collaboration
- Possible ADAMA collaboration
- Horace Tate collection

Current State of the Arts at Emory
- Institutional Research Data
- Existing arts and K-12 partnerships
- Emory Center for Creativity and the Arts
- Public Art Committee

Spaces Survey and Consolidated Report
- Arts Map of Campus

Benchmarking
- Arts Management Graduate Education: Examples and Possible Approaches
- Degrees Offered by Select Institutions
- Emory Arts Leadership Benchmarking
Task Force Membership

- Andrea Hershatter
  (Senior Associate Dean, Goizueta; BBA Program Director)
- Brent Glenn
  (Director, Theater Emory)
- Beretta Smith Shomade
  (Film & Media Faculty)
- **Doug Shipman, Co-Chair**
  (Alum; President and CEO, Woodruff Arts Center)
- Fahamou Pecou
  (Alum; Artist)
- Gary Motley
  (Music Faculty)
- Jericho Brown
  (Director, Creative Writing)
- **Kevin Karnes, Co-Chair**
  (Chair, Music Department)
- Leslie Taylor
  (Director, Center for Creativity and Arts)
- Pellom McDaniels
  (Curator, Rose Library)
- Tasha Dobbin Bennett
  (Oxford College Faculty, Art History)
- Saskia Benjamin
  (Alum, Editor, *Art Papers*)
- Ross Nicholas (BPI, ex officio)
- Sara Dicker (BPI, ex officio)
Task Force Charge

Sponsored by Provost Dwight McBride and Emory College Dean Michael Elliott, the Task Force on the Future of the Arts at Emory has been charged with identifying strategies to strengthen Emory arts in the short to medium term (3 to 10 years).

This includes, but is not limited to, the question of adding new academic programs as well as investing in physical infrastructure.

The task force began their work in September 2018. They met bi-monthly, alternating locations between Emory and the Woodruff Arts Center.

In addition to their regular meetings, the Task Force met with faculty/administrators, current students/recent alumni, Atlanta artists and art community leaders, and film and music industry leaders to advance their work.

These town hall meetings helped Task Force members to understand the impact of possible actions in the arts and gave community members an opportunity to share ideas.
Center for Creativity and Arts (CCA) Executive Sessions

October 29, 2018 & January 28, 2019

- Robert Earl Barracano (Film/Media)
- Margaret Beker (Arts Fellow, CCA)
- Matthew Bernstein (Film/Media)
- Paul Bhasin (Music)
- Beverly Cox Clark (ECAS Communications)
- Giles K. Eady (College Admissions)
- Adam Forrester (Woodruff Library)
- Amanda A. Freeman (Human Health)
- Carla Freeman (Women’s, Gender, and Sexuality Studies)
- Ami K. Franklin (Office of Secretary)
- Brent L. Glenn (Theater Emory)
- Dana Haugaard (Visual Arts)
- Kevin Karnes (Music)
- Anna Leo (Dance)
- Linda Merrill (Art History)
- Lisa Paulsen (Theater)
- Nicholas P. Surbey (CCA)
- Leslie Taylor (Theater, CCA)
- Lori Teague (Dance; January meeting only)
- Leslie P. Wingate (Woodruff Library)
Faculty & Student Town Hall Attendees

Faculty Town Hall - 11/16/18
- Rachel Brightwell (Schwartz Center)
- Tim Dowd (Sociology)
- Laura Emmery (Music)
- Jason Francisco (Film/Media)
- Dana Haaguard (Visual Arts)
- Elizabeth Horner (Carlos Museum)
- Sara McPhee (Art History)
- Catherine Howett Smith (Carlos Museum)

Students/Recent Alumni - 11/16/18
- Nathan Blansett (Poetry)
- Patricia Bogdan
- Chloe Marie Camp
- Patsy Collins (Stipe, Dance)
- Clint Fluker (Alum)
- Jard Lerebours (Stipe, Film)
- Loli Lucaci (Alum)
- Catherine McGregor (Stipe, Music)
- Alex Nazzari
- Brian Nguyen
- Emma Yarbrough (Alum)
Arts Community Town Hall Attendees

Atlanta Arts Community - 01/08/19

- Alex Acosta (Soul Food Cypher)
- Chris Appleton (Wonderroot)
- Blake Bekham (Lucky Penny)
- Robin Bernat (Generator)
- Lisa Cremin (Atl Community Foundation)
- Cheryl Davis (ASC)
- Anne Dennington (Flux)
- Ariel Fristoe (Out of Hand Theater)
- Audrey Gamez (C4)
- Dani Heard (ASC)
- Bem Joiner (Center for Civic Innovation)
- Kurt Kuehn (ASC)

- Matt Nitchie (ASC)
- Kristin Silton (Actor’s Express)
- Lara Smith (Dad’s Garage)
- Pricilla Smith
- Chandra Stephens (True Colors Theater)
- Davion Zere (Culture Base)
Film & Music Industry Town Hall Attendees

**Film Industry - 02/19/19**

- Jeremiah Bennett (PGA)
- Matthew Bernstein (ECAS, Film & Media)
- Jes Distad (Crazy Legs Productions)
- Chris Escobar (Atlanta Film Society, Plaza Theatre)
- Wendy Eley Jackson (Auburn Avenue Films)
- Craig Miller (Craig Miller Productions)
- Julie Foster Straw (Re:Imagine/ATL, alum)
- Brian Tolleson (Bark Bark, alum)

**Music Industry - 02/19/19**

- Amisho (Sho) Baraka (Terminus Collective)
- Mike Walker (A3C)
- Matt Weiner (Artist, Atlanta Contemporary)
- Matt Weiss (A3C)
Our Key Milestones

**Sept. 2018**

**Kick-off**
- Conducted first meeting to introduce Task Force members.
- Discussed objectives, assumptions, constraints, timing, and deliverables.
- Identified data needs and other information requests.

*Mtg. #1: 9/10/18*

**Oct. 2018**

**Develop Themes**
- Reviewed exploratory themes and emerging ideas.
- Emerged from meetings with four “buckets” – Spaces, Relationships, Academic Mission, and Creative Support.
- Complete initial benchmarking and research on arts programs and assets.

*Mtg. #2: 10/12/18*  
*Mtg. #3: 10/29/18*

**Begin Listening Sessions**
- Conducted Faculty and Student Town Hall Listening Sessions.
- Engaged Planning Team to understand effort and ways the Task Force can provide input on arts programs’ needs and goals.

*Mtg. #4: 11/12/18*

**Nov. 2018**

**Refine Vision and Goals**
- Shared initial work and research on “buckets”.
- Revised vision based on discussion and new learnings.
- Finalized plans for Arts Community Town Hall Listening Sessions.

*Mtg. #5: 12/3/18*  
*Mtg. #6: 12/17/18*

**Dec. 2018**

**Start to Meet w/ Arts Community**
- Met with Atlanta area artists and arts organizations to gather feedback and test work ideas and assumptions.

*Mtg. #7: 1/14/19*  
*Mtg. #8: 1/28/19*

**Jan. 2019**

**Midpoint Check-in with Dean**
- Review process, activities, and working draft of vision statement with Dean Elliott.

*Mtg. #7: 1/14/19*  
*Mtg. #8: 1/28/19*
### Key Milestones Continued

<table>
<thead>
<tr>
<th>February 2019</th>
<th>March 2019</th>
<th>April 2019</th>
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<tbody>
<tr>
<td><strong>Discuss Preliminary Recommendations</strong></td>
<td><strong>Complete Interviews and Listening Sessions</strong></td>
<td><strong>Complete and Submit Report</strong></td>
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<tr>
<td>- Consolidated feedback, ideas, proposal, and comments to date.</td>
<td>- Continued and completed remaining town hall – listening sessions, i.e. Film/Music Industry.</td>
<td>- Identified and completed any outstanding activities and/or information needs.</td>
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<td>- Thoroughly explored and reviewed preliminary recommendations.</td>
<td>- Conducted Luminary Alumni interviews.</td>
<td>- Finalized report and reviewed with team.</td>
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<tr>
<td>- Socialized preliminary recommendations, where appropriate.</td>
<td>- Session #2 &amp; 3: 2/19/19</td>
<td>3/4/19</td>
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<td>- Meeting #9: 2/14/19</td>
<td>- Determine editing/report writing teams, roles, and actions items.</td>
<td>- Meeting with Provost and Dean</td>
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<td>- Identified any additional research and information needs.</td>
<td>- Present final report and recommendations to Provost, Dean Elliott, and other interested stakeholders.</td>
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<td>- Developed report strawman.</td>
<td>- 4/1/19</td>
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<td>- Meeting #10: 2/25/19</td>
<td>- 5/3/19</td>
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Possible Atlanta Shakespeare Company Collaboration

Description and Rationale

Jeffrey Watkins of the Atlanta Shakespeare Company has approached Emory with a proposal. The Shakespeare Tavern Playhouse is located at 499 Peachtree St NE, directly across from Emory Midtown Hospital and adjacent to a property that is presently owned by Emory. The Shakespeare Tavern would like to renovate the Emory-owned property and lease it from Emory for an extended period of time in order to expand their presentations by the addition of three new performance spaces. Watkins proposes hiring hire faculty from Theater Emory, Emory’s Department of Theater Studies, and perhaps from other ECAS departments, to design and build or assist in the creation of the technical elements for their productions, as they do not currently have a full technical department in the traditional sense. The Shakespeare Company would maintain the space while allowing Emory to present theatrical productions in a midtown setting without having to maintain the space in full. This is a brief description of a complex proposal that has been presented to members of Sasaki and to Dean Elliot.

Members of the Arts Task Force see considerable value in establishing an Emory Arts presence in Midtown Atlanta, and they are excited about the possibilities that Emory’s recent acquisition of the former Peachtree Pine Homeless Shelter presents in this regard. Having a theater presence in Midtown will create a new sense of community and additional opportunities for Emory students and faculty and for other Atlanta-area artists. Theater Emory in particular is interested in presenting outside of the Druid Hills campus and in collaboration with area arts organizations. See Develop New Partnerships with Atlanta Arts Organizations and Invest in New Physical Spaces.

Members of the Arts Task Force are more agnostic about scope and nature of the specific partnership proposed by the Atlanta Shakespeare Company (ASC). We are attracted to the new opportunities for internships and collaboration that the opportunity presents for Emory students and faculty.
However, given the limited scope of the Company’s productions – focused exclusively on Shakespearean drama – and the limited degree of overlap between that scope and our current or anticipated future arts programming, some members of the committee and its leadership caution against turning too much control of any newly developed facility to the organization. The configuration of the planned renovation of the site is also unclear and will be an important factor: the construction of proscenium theater has been identified as an urgent need for Emory Arts, but it is unclear at present whether the ASC’s planned construction on the site would include such a theater.

With these caveats, members of the Arts Task Force conclude that the proposal warrants further consideration, especially if ASC’s control over programming and use of any new facility are sufficiently limited so as to guarantee a significant degree of Emory Arts authority over its utilization by faculty and students. See Invest in Emory Arts Leadership.

Potential Impact and Distinction for Emory

Partnership with the Atlanta Shakespeare Company would extend the presence of Emory Arts in Atlanta community while providing new opportunities for student internships and collaborative work between Emory faculty and community partners, and it would open a significant new venue for theatrical productions for Emory in the community.

Establishing an Emory Arts presence in Midtown Atlanta would significantly elevate the emergent neighborhood as a cultural center in the city. Portions of midtown to the west of the site have long been an arts hub in the city, due to the presence of the Woodruff Arts Center. Downtown has the success of the Rialto and Theatrical Outfit. The southern part of Midtown where the property in question is located has been built up significantly in recent years with the construction of new high-rises and significant investment by Emory Healthcare. The community in this area is anxious for local arts growth. Partnership with the ASC would help to create a strong local arts scene in the area.
Partnering with ASC has the potential to make Emory and Atlanta into a national hub for Shakespearean production. With the demise of the Georgia Shakespeare Festival several years ago, this would be the only company of its type in the state and the only facility of its type in the nation.

Please note, however, the caveat above about the scope of the proposed project, and the need to assure that Emory Arts maintains sufficient authority over use and design of the space to assure its usefulness for current and future teaching and research programs, which do not focus on Shakespearean drama.

Timing and Resources

The ASC plan for partnering with Emory is intact and circulating. Our understanding is for ASC to contribute around 85% of the building costs and to request approximately $4 million from Emory. Faculty and students would be engaged based upon their interest and availability. Three separate performance spaces and two eating establishments are included in the plans. The ASC would perform day-to-day facilities operations and maintenance. We presume that operating expenses, maintenance, and future upgrades to the space would be covered by ASC ticket sales.
Possible ADAMA Collaboration

Description and Rationale

The African Diasporic Art Museum of Atlanta (ADAMA) is an emergent project led by artist and Emory alum Fahamu Pecou, devoted to highlighting the representation of the global Black experience by presenting and advancing the exploration of contemporary art and culture in the African diaspora (www.adamatl.com). Rather than focusing on building a single physical museum space, ADAMA curates creative experiences that bring the arts to members of the community: creating experiences that spark conversations about diaspora, identity, belonging, representation, and responsibility. These have included a series of curated dinner gatherings called CONVERSATION, which gather artists, curators, and tastemakers to discuss themes and challenges around the arts specific to points in the diaspora. Gatherings have been held so far in Atlanta, Johannesburg, and Havana. A new project is called CARS, which engages Atlanta artists and curators to transform cars into mobile artworks and presentation sites, which are driven and parked in various neighborhoods to spark conversations among diverse area residents.

A partnership with Emory can take several forms, each of which leverages Emory’s resources to elevate and advance the work of ADAMA.

An ADAMA partnership could also open opportunities for Emory students and faculty and position Emory as a leader within the social and creative community of the city.

ADAMA is committed to the goal of exposing, educating, and training people of African descent to participate in the art market in a variety of ways. A major effort will focus on arts conservation. A partnership between Emory – especially the Carlos Museum – would provide essential resources toward this end. Together, we can identify potential candidates/students and Emory staff conservationists to help educate and train them to enter the job market. A long-term goal of ADAMA is the creation of a significant art conservation facility for training purposes and also to provide much-needed services to the region’s arts institutions as well as public and private collections. In the long run, revenue generated from these activities will be used to offset expenses, and to provide education for conservation students free of cost.

The educational work of ADAMA extends to bringing awareness and experience of collections to communities throughout the city.
To advance this goal, ADAMA seeks to partner with the Emory’s Stuart A. Rose Library to curate exhibitions reflecting the African Diaspora in ways that make existing collections accessible and legible for a broader public, especially exhibitions that create experiences cutting across time and space. For example, an exhibition on “South Africa x American South” would explore the linkages between artistic expression in ongoing struggles for civil and human rights in these two historically significant spaces.

**Timing and Resources**

Partnering between ADAMA and Rose Library curators can begin immediately, and exhibitions can be organized with little investment of new resources. Emory students and members of the community can be brought together to help plan and organize projects, which might lead in turn to new collaborations and planning for more resource-intensive work, including conservation projects. Conservation projects with the Carlos Museum can also start quickly on a small scale, with a relatively small investment of resources, principally of staffing and physical space. Coordination and elevation of such initial work with more extensive University resources and initiatives would be undertaken in collaboration with Emory Arts Leadership. See [Invest in Emory Arts Leadership](#).
Horace Tate Collection

Description and Rationale

Emory University and its Stuart A. Rose Library currently have the opportunity to acquire the Horace Tate Collection of documents and objects related to activities of Black educators during the era of de jure segregation. The collection includes a building in Southwest Atlanta that is of considerable significance to that history.

The Horace Tate Collection consists of two principal components:

- **Archive**: Consisting of 18+ filing cabinets filled with documents, 300 hours of reel-to-reel tape recordings, and memorabilia. These documents relate to Dr. Tate’s life and career as Georgia State Senator, educator, and Executive Director of the segregated Georgia Teachers and Education Association.

- **Building**: The former Georgia Teachers and Education Association building (built 1961), at 201 Joseph E. Lowery Boulevard NW, Atlanta. This building is the only remaining headquarters of a segregation-era black teachers’ association in the US.

The Horace Tate building was recently placed on the market by the Tate family (asking price, $1,163,000; tax-valued at $513,000). Dr. Vanessa Siddle-Walker of ECAS has proposed that Emory purchase the building and launch a community-based education center at the site. This would:

- Provide a setting for Emory faculty and students to work directly with schools, community leaders, artists, teachers, and others in a vital part of metro Atlanta where Emory currently has no presence whatsoever
- Create and nurture connections with local educational and arts institutions, as well as community leaders engaged in grass-roots programs
- Provide a meeting space for artists, educators, students, and community stakeholders in Southwest Atlanta
In order to thoroughly research and fulfill the charge assigned to them, the Task Force requested information over the last 10 years, as available, on arts departments, majors, and minors at Emory.

For example…

- # students with Arts majors, by major (and affiliated department)
- # students with double majors, at least one of which was in the arts (by arts major/affiliated department), and what the second major was.
- # students with Art minors, by minor (and affiliated department)
- # students in each graduate and non-arts graduate programs who take classes in the arts

More information is available at [Arts Task Force Tableau Dashboards](#).
Existing Arts and K-12 Partnerships

Film and Media Studies

- **Partner**: 4/5 Academy

  **Description**: Two-semester service-learning course on K-12 media literacy with Emory students and fifth graders at 4/5 Academy in Decatur. Emory undergraduates learn about and subsequently teach key media literacy concepts over the course of the academic year and offer a showcase of completed projects with their fifth-graders on Emory’s campus in the spring.

- **Partner**: Kids Video Connection

  **Description**: Course that teaches about the role of media in children’s lives. Emory undergraduates work with Kids Video Connection K-12 student participants to assist with video productions and critical media literacy.

Music

- **In-House**: Emory Youth Symphony Orchestras

  EYSO provides a rich orchestral experience for students. It supports the pedagogy of school directors and private teachers while providing additional performance opportunities and ensemble experience. All students and parents are offered the opportunity for pre-college counseling, assistance with college and scholarship applications (including Common App and other recommendations) and financial aid advice. The orchestra is open to string, wind and percussion musicians from 9th-12th grade.

- **In-House**: Emory Youth Chamber Music

  Description: The Emory Youth Chamber Program (EYCP) provides intensive small ensemble training to young Atlanta-area pianists and string players. Students are generally 10-18 years old and placed in groups of two to five musicians. Over the course of the semester, groups receive eight coaching sessions from members of the Vega Quartet and are also provided space at Emory University for independent rehearsals, which generally take place on Sunday afternoons. At the end of the semester, groups give a public performance to share their work with family and friends.
**Michael C. Carlos Museum**

- **In-House**: The Education Department of the Carlos Museum

**Description**: The Carlos Museum offers robust offerings for K-12 engagement. Through their Education Department, they provide: summer camps for seven weeks, school break camps, Fourth Sunday Fundays with a variety of programming and features of museum exhibitions. In addition, schools routinely bring students to the museum for docent-led interactions with the exhibits.

**Graduation Generation**

- **Partner**: Atlanta Music Festival Conservatory Program

**Description**: Collaboration between Emory Graduation Generation office, the Atlanta Music Festival, First Congregational Church and the CBC. Afterschool program that ran for ten weeks each semester and nine days in the summer. Targeted 4th-8th graders at Toomer Elementary, Whiteford Elementary, Wesley International, and Barack and Michelle Obama Academy. Ran for five years and discontinued in 2018.

**In-House: S.T.E.A.M. Clubs**

- **Partners**: Emory Student Organizations (Got Science, Women in STEM, Women in Engineering, Chi Alpha Chemistry)

**Description**: Emory students interested in the Arts and STEM work with students at Toomer Elementary and Barack and Michelle Obama Academy monthly to do STEAM workshops.
Emory Center for Creativity and Arts

Now in its ninth year, the Emory Center for Creativity and Arts (CCA), under the direction of Leslie Taylor, has worked to significantly elevate the arts within the curriculum and culture of ECAS and the University, to support the teaching and innovative creative work of Emory students, faculty, and staff, to recognize the contributions of University and regional leaders in the arts, and to foster vital discussions about the arts and their role in shaping thinking, experience, and learning across campus and throughout the region.

A five-year report, and details on the activities of the CCA (2012-17) is available for further information.
Public Art Committee – *Current State*

**Charge**

The Public Art Committee is a subcommittee of the Emory University Campus Development Committee. The charge to the Public Art Committee is to:

- Consider all gifts, donations and funded art projects under the purview of the committee;
- Review temporary exhibits for exterior locations that will be in place for more than two weeks;
- Exercise a curatorial role in consultation with the appropriate expertise from committee members in guiding, developing and interpreting Emory's public art collection;
- Play an educational role for the wider Emory community; and
- Serve as an advocate for public art on campus including ensuring adequate funding.

**Meetings**

The Public Art Committee will typically meet twice a semester during the academic year to consider any new offers of public art, review the status of existing projects, propose acquisitions for consideration and conduct other business as necessary.

**Membership**

Committee size should be limited to not more than fifteen (15) members. One committee member should function as the liaison to the Campus Development Committee. The Committee Chair should maintain contact with the Campus Development Committee through the liaison.

The Committee membership will include (but not be limited to):

- Liaison to Campus Development Committee
- Director of Carlos Museum
- Members of University Administration
- University Architect University Landscape Architect
- Faculty from Art History
- One student member
- Oxford College representative
- University Libraries & MARBL
- Center for Creativity & Arts
Spaces Survey and Consolidated Report

Description

The creation and availability of physical space for artistic endeavors is a core component of the Task Force’s recommendations. To support their work the group surveyed and researched possible new arts spaces for all existing Emory college departments and programs.

Working with program and department leaders they constructed a rough picture of the requirements for the ideal space of each program in the medium and the long term.

Some of the key questions they sought to answer included adjacency and location (indoor and outdoor) on an intra- and inter-departmental level. The group wanted to know which spaces within a department/program need to be near one another and which spaces need to be near other existing spaces, departments, or programs on and off campus.

The consolidated report was developed to offer a consolidated view of each department. It was submitted to the master planning team to assist with the larger, university-wide planning process.

Copies of the full report were also made available to the Dean and Provost; additional copies are available on request.
Emory Arts Map – Current State
Arts Management Graduate Education

Examples and possible approaches

Interdisciplinary: Jointly offered degree

The Master of Arts Management (MAM) program centers on the intersection of people, policy and technology with an arts focus. Courses in analytics and quantitative management train students to navigate the rapidly changing arts economy of the 21st century, providing a skill set that arts organizations need and eagerly seek.

MAM is the ideal fit for students seeking careers across the arts sector in museums, galleries, performing arts venues, foundations and nonprofits.

- 2 years
- Fine Arts Core + Business Core + electives
- 27 students
- 3+1+1 dual BA, MAM degree
Interdisciplinary: Singularly offered degree

MA in Music Business

Become a Leader in Today's Global Music Marketplace. This master of arts program combines the unparalleled artistic resources of New York City, the world's music business capital, with cross-disciplinary coursework, including courses at the NYU Stern School of Business.

Study with industry leaders and learn the necessary skills to become a leader in today’s global music marketplace.

- 2 years
- Accelerated global option, Music technology option
- 45 credit hours, full or part time
- 3 courses at Stern

Performing Arts Administration

Build on your performing arts background and prepare for a leadership role in national and international performing arts organizations. This master of arts program combines coursework in arts management and related disciplines with internships at leading New York City organizations.

You will also hone your business skills through classes at the NYU Stern School of Business or the NYU Wagner Graduate School of Public Service.

- 2 years
- BFA/MA Dual Degree with Tisch
- 45 credit hours, full or part time
- 3 courses at Stern
Interdisciplinary: Outside arts institute partnership

The MA in Arts Management provides you with the tools to create, facilitate, and evaluate work in the visual and performing arts. A partnership between Claremont Graduate University and Sotheby’s Institute of Art provides you unparalleled access to diverse leaders and institutions in LA’s thriving arts and cultural scene. Faculty from LA’s professional arts community complement the expertise of scholars from Sotheby’s Institute of Art, the Drucker School, the School of Arts and Humanities, and the Getty Leadership Institute.

- 3 semesters
- 5 full core courses, 7 core half-courses, 4 electives
- Faculty from 4 different institutions
- Required travel modules
- Curatorial training option
- Arts Consulting Practicum or Master’s Project

Dual Degree

MA/MBA

A dynamic mix of rigorous classroom study and hands-on learning, the SMU MA/MBA prepares you to think like an executive and make data driven decisions. You’ll take classes from an award-winning faculty at both the Meadows and Cox Schools, and apply what you’ve learned in practice and internships with some the country’s most well respected cultural organizations. And during your second year, you’ll have a semester abroad at Milan’s Bocconi University

- “Only concurrent dual degree graduate program in arts management”
- 5 terms
- 48 hours of business, 27 hours of arts administration
- 2 practicums and required internship
- Semester in Milan
Specialized MBA

Combine your passion for arts with business strategy in innovative and resourceful ways. For more than 50 years, the Wisconsin School of Business has offered one of the leading arts administration graduate programs in the United States.

The arts administration specialization in the Wisconsin MBA Program, delivered through the Bolz Center for Arts Administration, offers high-potential arts and cultural leaders intensive training in business leadership and a broad knowledge of nonprofit cultural management.

- Only Arts Administration program worldwide based in a business school
- 2 years
- MBA Core plus 2 core arts seminars and a research project
- Applied consulting and arts projects
- Robust co-curricular offerings and professional interactions through the center

Specialized stand-alone degree

Our one-year cohort program fosters direct engagement with thought leaders shaping today’s creative sectors in Chicago, New York, Los Angeles and other major cultural hubs.

The MS in Leadership for Creative Enterprises (MSLCE) prioritizes innovative and connective professional development, providing entrepreneurial thinkers with the tools to understand and shape their future in the creative industries. Bring new ideas to your field, solve problems and lead productive teams.

- 1 year, or longer, part-time option
- 9 core classes, 7 electives
- Minor in entrepreneurship
- Professional development co-curriculum
- Required internship or thesis
Non-degree Professional Education

- Taught by industry practitioners
- Multiple formats: 6 evenings sessions/course, or 2-day intensive, or self-paced online
- Certificate requires 4 cores and 2 electives

- Standard courses offered through the department of performing arts in the College of Arts & Sciences
- Taught by university faculty
- Certificate requires 5 full courses: 3 core and 2 electives

- In conjunction with school of the arts
- 100% online
- Certificate requires 5 modules delivered over 12 weeks, self-paced
# Degrees Offered by Select Benchmark Institutions

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Degrees Offered by Select Benchmark Institutions

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Emory Arts Leadership Benchmarking

Several of Emory’s peer institutions have recently made significant investments in the arts, in the form of establishing Offices or Divisions of the arts tasked with elevating innovative creativity on campus, engaging with community stakeholders, and consolidating the presence of their institutions within the creative culture of their host cities. The form that these administrative structures and their leadership have taken vary widely across institutions. While informed by our study of benchmark institutions, the specific investments in Emory Arts Leadership proposed by members of the Arts Task Force are unique to Emory, built around leveraging the cultural distinctiveness of the University and the unique affordances of Atlanta’s burgeoning creative culture.

The following are some institutions and structures that have informed our conversations and planning:

- Brown University – Brown Arts Initiative, led by a faculty Director within the College (https://arts.brown.edu/)
- Duke University – DukeArts, led by the Office of the Vice Provost for the Arts (https://arts.duke.edu/)
- Princeton University – Lewis Center for the Arts, led by a faculty Director within the College (https://arts.princeton.edu/)
- Stanford University – Stanford Arts, led by a Vice President for the Arts (https://arts.stanford.edu/)
- University of California at Berkeley – Berkeley Arts + Design, led by the Office of the Associate Vice Chancellor for Arts + Design (https://artsdesign.berkeley.edu/)