



Search for the Dean, The Herb Alpert School of Music
University of California, Los Angeles
Los Angeles, California

THE OPPORTUNITY

The [University of California, Los Angeles](#) (UCLA) seeks a visionary, entrepreneurial, and collaborative leader to serve as the dean of [The Herb Alpert School of Music](#) (HASoM). As the leader of the first and only school of music in the University of California, the dean will have the distinct opportunity to shape the future of music by fostering creative and scholarly excellence at one of the world's premier public research universities.

HASoM is a vibrant and innovative school dedicated to nurturing the next generation of musicians, scholars, and music industry leaders. Named after the legendary musician and philanthropist Herb Alpert, the school offers a diverse range of programs that emphasize artistic and academic excellence, interdisciplinary collaboration, and community engagement. Students benefit from distinguished faculty, state-of-the-art facilities, and a rich cultural environment, preparing them for successful careers in various musical fields. The school's commitment to fostering creativity and inclusivity makes it a dynamic place to work, learn, and create. Since its founding in 2016, the school has aimed to cultivate different models for musical studies that promote a balanced emphasis on exemplary scholarship and performance and esteem all musical traditions as vital cultural expressions of our evolving global society.

The dean will join UCLA at an exciting moment in its history. The university will welcome [Julio Frenk](#) as its next chancellor in January 2025. Until then, longtime campus leader and executive vice chancellor and provost [Darnell Hunt](#) has been appointed interim chancellor. To deepen and expand its reach and impact, the university recently released its 2023-2028 strategic plan, "[Creating the Future](#)," which heavily centers the role of the arts in the identity of the university. Looking forward to 2028, UCLA's centrally located campus will serve as the Olympic and Paralympic Village for the summer Olympic Games, which will be hosted in Los Angeles. As such, the dean will join UCLA at a moment of great opportunity, as it positions itself as a nexus for positive and lasting impact in Los Angeles, the nation, and around the world.

In this context, the HASoM community is looking for a dean who can advance the school's standing as a pre-eminent leader in music scholarship and practice during a time of transition and opportunity. To ensure the success and sustainability of the school, the dean will lead the HASoM community in developing a shared vision and sense of identity; uphold the school's commitment to diversity, equity, inclusion, and inclusive excellence; align strategic investments with the school's mission and broader campus objectives; and demonstrate a strong dedication to shared governance and advocacy both on campus and beyond. To that end, the dean will address the following opportunities and challenges:

- Craft a forward-looking, shared vision for the school
- Recruit, develop, and retain excellent and diverse faculty and staff
- Foster a culture of trust, transparency, equity, and inclusion
- Assess the operational infrastructure and efficiency of the school
- Develop new resources and revenue streams and allocate existing resources prudently
- Build and strengthen connections to the other schools and units across UCLA
- Represent the school externally and build connections across greater Los Angeles and beyond

A full list of desired qualifications and characteristics of the dean can be found at the conclusion of this document, which was prepared by the search committee with the assistance of Isaacson, Miller, a national executive search firm. All applications, inquiries, and nominations should be directed in confidence to the parties listed at the conclusion of this document.

ABOUT THE UNIVERSITY OF CALIFORNIA, LOS ANGELES

Widely recognized as [the top public university](#) in the country and one of the world's top research institutions, [UCLA](#) is an international leader in breadth and quality of academic, research, health care, wellness, cultural, continuing education, and athletic programs, with more than 6,567 faculty members who teach approximately 48,000 students in [the UCLA College and 12 professional schools](#). This vibrant community comprises world-renowned faculty, scholarship, and resources, including 16 Nobel Laureates and 15 MacArthur Fellows, a preeminent medical center with soon-to-be six hospitals and 270 outpatient clinics, and a Division I athletics program that boasts 120 NCAA championships and more Olympic medals than most nations. An effective engine for social mobility, UCLA ranks first among the top 25 national universities for social mobility, and nearly one-third of UCLA undergraduates are first-generation students. The university also consistently ranks among the top institutions for research funding, having generated nearly \$1.6 billion in research grants and contracts in the last fiscal year alone.

UCLA's primary purpose as a public research university is the creation, dissemination, preservation, and application of knowledge for the betterment of our global society. To fulfill this mission, UCLA is committed to academic freedom in its fullest terms. The university values open access to information, free and lively debate conducted with mutual respect, and freedom from intolerance. In all of its pursuits, UCLA strives at once for excellence and diversity, recognizing that openness and inclusion produce true quality.

With a 419-acre campus in Westwood and recent site acquisitions in [Downtown L.A.](#), [South Bay](#), and [Westside](#), UCLA is enriched by the cultural diversity of the dynamic greater Los Angeles area and the geographic advantages of Southern California. The city of Los Angeles, with a population that is approximately 48% Latino, serves as a gateway to the vast Latino world. Civic engagement is fundamental to the university's mission as a public university. Located on the Pacific Rim in one of the world's most diverse and vibrant cities, UCLA reaches beyond campus boundaries to establish partnerships locally and globally. The university seeks to serve society through both teaching and scholarship, to educate successive generations of leaders, and to pass on to students a renewable set of skills and commitment to social engagement. UCLA endeavors to integrate education, research, and service so that each enriches and

extends the others. This integration promotes academic excellence and nurtures innovation and scholarly development.

ABOUT THE HERB ALPERT SCHOOL OF MUSIC

One of UCLA's 12 professional schools—and notably one of three arts-focused schools, alongside the [School of the Arts and Architecture](#) and the [School of Theater, Film and Television](#)—[The Herb Alpert School of Music](#) (HASoM) benefits from unique opportunities for collaboration within UCLA as well as its location within the dynamic city of Los Angeles. Initially conceived in 2007 after a generous gift from the legendary trumpet player and philanthropist Herb Alpert, and formally established in 2016 as the first school of music in the University of California, HASoM represents a transformative model for music schools. It esteems all musical traditions and promotes a balanced emphasis on scholarship and performance. The quality of the faculty and students, the programs in which they are engaged, the scholarly work they produce, the music they make, and the Los Angeles-area music industry to which they are inextricably connected create in HASoM a paradigm of music scholarship and practice.

HASoM is grounded in the disciplines of its three founding departments—[ethnomusicology](#), [music](#), and [musicology](#)—each devoted to its unique expertise and methodologies. Musicology boasts some of the most sophisticated and cutting-edge cultural theorists and music thinkers active today. Ethnomusicology, the nation's oldest and most distinguished department of its kind, serves as home to major scholars and highly skilled performance ensembles in African and African-American traditions, as well as the music of Bali, the Balkans, China, Korea, Mexico, India, Ireland, and the Middle East, among others. Music's world-class performance faculty direct the department's major programs in chamber, orchestral, operatic, and choral performance, complementing its renowned programs in composition, conducting, and music education.

In addition to the three founding departments, the school offers two interdepartmental programs in [Global Jazz Studies](#) and [Music Industry](#) and houses the [Herbie Hancock Institute of Jazz Performance](#); the [Armenian Music Program](#); six scholarly centers, including the [Center for Latino Arts](#), the [Center for Musical Humanities](#), the [Lowell Milken Center for Music of American Jewish Experience](#), the [Berry Gordy Music Industry Center](#), the [Gramian-Emrani Center for Iranian Music](#), and the [World Music Center](#); a recording studio; and two theaters for concerts, recitals, and public lectures. The [UCLA Ethnomusicology Archive](#) is a world-renowned research archive dedicated to the study of musical traditions from around the globe, and the [UCLA Music Library](#) houses one of the largest academic music collections in North America.

The school enrolls 761 students who pursue a broad array of degrees: B.A., B.M., M.A., M.M., Ph.D., and D.M.A. They are instructed by 50 full-time, tenure-track faculty and 101 part-time, temporary faculty who are widely recognized for their contributions in scholarship, performance, composition, music education, and music industry. The school is supported by 37 dedicated staff.

ROLE OF THE DEAN

As the chief executive and academic officer for the school, the dean provides strategic vision for and operational leadership of the school, which has an annual operating budget of approximately \$36 million. The dean works to advance scholarship, creative and artistic accomplishment, education, and civic

engagement; encourages distinctive programmatic innovation; enhances excellence through diversity in educational programs and faculty and student recruitment; and links the work of the school's faculty and students to other disciplines, communities, and interests both within and outside of the university. Supporting the university's research mission, the dean will advance the faculty's scholarly activities, including opportunities afforded by interdisciplinary approaches. The dean serves as the school's public voice, articulating its contributions to local, state, regional, national, and international communities, and pursuing an aggressive development program to build the school's resources. Reporting to the executive vice chancellor and provost, the dean serves on the deans council, the council of professional school deans, and the chancellor's council on the arts, and collaborates with leadership across UCLA and the UC system as well as local, national, and global leaders in the performing arts.

KEY OPPORTUNITIES AND CHALLENGES

The dean has the distinct opportunity to build on HASoM's solid foundation, ensure the school's sustainability and legacy, deepen its culture of collaboration and innovation, and create meaningful interdepartmental, community, and global partnerships. In close partnership with the faculty, the dean will ensure that the school continues to serve as a home for world-class performance and scholarship and develop a forward-thinking vision for a globally-oriented school of music in the 21st century. To achieve these goals, the dean will address the following opportunities and challenges:

Craft a forward-looking, shared vision for the school

HASoM is the first and only school of music in the UC system. It has a distinctive location in Los Angeles, with clear inroads into the heart of the music industry. While the school itself is relatively young, the three founding departments have long and distinguished histories in scholarship and performance, with each possessing world-class faculty, strong programs, and enviable enrollments. Taken together, these elements cohere into a school with the genuinely unique possibility of defining music practice, scholarship, and education in the future. The dean will have the opportunity to realize this possibility, working closely with the faculty, staff, students, advisors, and the broader community to craft a shared vision for the school that leverages its clear strengths and positions it as a leader in the global music landscape.

Recruit, develop, and retain excellent and diverse faculty and staff

HASoM faculty are among the most distinguished in the nation. The standards are clearly defined: scholarly prominence, artistic accomplishment, teaching excellence, and valued service. Each of the departments and programs is individually strong; collectively, the faculty represents a resource of significant value for the university and the broader field of music. The dean will be tasked with recruiting new faculty and attending to their development. Simultaneously, the dean will support and inspire existing faculty by strengthening the structures that enable their growth and championing their scholarly, artistic, and pedagogical achievements. Equally important, the dean will oversee the recruitment, retention, and professional development of staff, who are instrumental in supporting the school and its goals. In all this work, the dean will lead with a deep commitment to inclusive excellence, recognizing that excellence and diversity are complementary and mutually reinforcing aims.

Foster a culture of trust, transparency, equity, and inclusion

The school currently operates as three distinct departments rather than as one coherent school. As such, it is not yet embodying its full potential. The dean will endeavor to bring the diverse disciplines represented in the school into greater cohesion, enhancing the school's internal culture and climate, valuing each discipline on its own merits, and fostering an inclusive and dynamic environment that encourages creativity and collaboration across disciplinary lines. This work will involve active listening, a commitment to equity, the consistent inclusion of diverse voices in decision-making processes, and transparency in communicating strategic and budgetary priorities. Through this commitment to trust, transparency, and equity, the dean will inspire confidence and unity, guiding the school in developing a sense of shared identity.

Assess the operational infrastructure and efficiency of the school

In order to ensure the continued success of the school, the dean will assess the operational and administrative infrastructure and determine its effectiveness. Currently, HASoM has a centralized administrative structure; this structure has both advantages and drawbacks and may require proposed revisions as the school continues to grow and evolve. This work will be inherently collaborative in nature, and the dean will work in close partnership with the HASoM community to ensure any changes to the structure are made with the support of the faculty, staff, and students at the center. As the landscape of higher education changes and as the student body grows, it will be particularly important for the dean to ensure that the operational infrastructure of the school is equipped to sustain its mission of excellence for years to come.

Develop new resources and revenue streams and allocate existing resources prudently

Situated in the heart of Los Angeles, HASoM benefits from a dynamic, resource-rich environment, with access to the city's thriving industries, philanthropic opportunities, and a growing alumni network. The dean will tap into this environment to generate the resources necessary to support the school's ambitions. This will include leading direct fundraising efforts with alumni and industry leaders, partnering with the Academic Senate and creating entrepreneurial programs that align with the school's mission and goals. Within the university, the dean will advocate effectively to senior leadership for ongoing support and resourcing. Operationally, the dean will allocate resources prudently and strategically, addressing increasing needs for student scholarships, endowed faculty positions, capital projects, and facility renovations.

Build and strengthen connections to the other schools and units across UCLA

One of the school's great assets is its position within UCLA, with access to all of the academic, artistic, and programmatic resources the university offers. The dean will leverage this position strategically, actively connecting with other schools and units to strengthen its existing collaborations across the university, and to foster new ones. These collaborations may be artistic—for instance, exploring opportunities in film scoring with the School of Theatre, Film, and Television—or broader, such as leveraging access to UCLA's health sciences for innovative interdisciplinary projects. The dean will guide efforts to integrate HASoM's

unique strengths with those of other disciplines, creating new opportunities for learning, research, scholarship, and performance that span multiple fields.

Represent the school externally and build connections across greater Los Angeles and beyond

Two of the pillars of UCLA's [strategic plan](#) are to deepen its engagement with the City of Los Angeles and to expand its reach as a global university. The dean will lead HASoM's efforts on these fronts, serving as the public face of the school to local, regional, national, and global communities, and developing mutually beneficial partnerships at all levels. The dean will identify opportunities to strengthen the school's footprint in the city of Los Angeles, for instance by building upon the success of the new music industry program, deepening connections to cultural institutions and industry leaders, or positioning the school to actively participate in and contribute to the success of the 2028 Olympics. More broadly, building upon its historic strengths in music traditions from around the world, the school is uniquely positioned to develop partnerships and connections that extend globally. An enterprising dean will invest meaningfully in these opportunities and will use these partnerships to strengthen the school's standing and reputation broadly.

QUALIFICATIONS AND CHARACTERISTICS

The successful candidate will be a nationally or internationally recognized, collaborative, and entrepreneurial leader able to guide the HASoM community in identifying a sense of common purpose and realizing shared accomplishments. Minimum requirements include a record of distinguished scholarly and/or professional accomplishment; significant organizational leadership and administrative responsibility in a creative or academic environment; a strong commitment to music education, pedagogy, performance, and scholarship; demonstrated success in external relations and fundraising; an established record of advancing diversity, equity, and inclusion; and credentials that merit appointment at the rank of full professor at UCLA.

The search committee enthusiastically welcomes applicants from a wide range of backgrounds and experiences. In addition to the above minimum requirements, the committee will also consider the factors below when evaluating candidates for this important leadership role. The successful candidate will possess many of the following qualifications and characteristics:

- A highly developed understanding of academic values and culture, including shared governance; a curiosity that extends across the full scope of disciplines comprising the school; a commitment to developing a world-class, distinguished, and diverse faculty;
- A collaborative and transparent approach to leadership; experience partnering across institutional boundaries; the ability to bring diverse constituencies to actionable consensus;
- The broad perspective and forward-looking vision needed to inspire the HASoM community to new intellectual and artistic heights; the capacity to inclusively design and implement a strategic plan;
- A commitment to developing the student experience; familiarity with student recruitment efforts;
- The presence and skill to serve as the public face of HASoM effectively to audiences within UCLA, across the UC system, in Los Angeles, nationally, and globally;
- Experience defining budget priorities and responsibly stewarding institutional resources;

- A demonstrated commitment to an intellectually and culturally diverse academic environment, and to the value of inclusive excellence;
- A genuine belief in the school's unique capacity to be a global leader in the world of music.

LOCATION

Los Angeles is the epicenter for the global entertainment industry and one of the major economic centers of the State of California, which boasts one of the largest economies in the world. Los Angeles County has the largest population of any county in the United States and is one of the most populous metropolitan areas in the world. Its nearly 10 million residents represent more than 140 cultures and speak an estimated 224 languages. Located five miles from Santa Monica beach, UCLA enjoys an average of 292 sunny days each year. Home to the one of the largest city parks in the country, countless hiking trails, and some of the nation's most renowned museums, Los Angeles is internationally recognized as one of the most livable cities in the world. Learn more at www.discoverlosangeles.com.

APPLICATIONS, INQUIRIES, AND NOMINATIONS

Confidential review of applications, nominations, and expressions of interest will begin immediately and will continue until an appointment is made. Address nominations, inquiries, and applications to the Isaacson, Miller team: <https://www.imsearch.com/open-searches/university-california-los-angeles-herb-alpert-school-music/dean>. To be ensured full consideration, please submit a letter of interest— including a diversity statement — and curriculum vitae by January 10, 2025. Electronic submission of materials is required. The anticipated salary range for this position is \$400,000 – \$490,000 and is commensurate with experience.

The University of California is an Equal Opportunity Employer advancing inclusive excellence. All qualified applicants will receive consideration for employment without regard to race, color, religion, sex, sexual orientation, gender identity, national origin, disability, age, protected veteran status, or other protected categories covered by the UC nondiscrimination policy –

<https://policy.ucop.edu/doc/4000376/DiscHarassAffirmAction>