



UNIVERSITY
OF MINNESOTA

Driven to Discover®



DIRECTOR, SCHOOL OF MUSIC
College of Liberal Arts
University of Minnesota
Minneapolis, Minnesota

THE SEARCH

The University of Minnesota, the public land-grant research university of the State of Minnesota, seeks an inspiring, strategic, and collaborative leader to serve as the Director of the School of Music (SOM). Reporting to the Dean of the College of Liberal Arts, the Director will bring a deep understanding of artistic excellence and academic distinction, building on the School's many existing strengths while capitalizing on future opportunities for growth.

Founded in 1902, the School of Music has prepared generations of talented students for success as performers, composers, educators, therapists, and scholars. The School's current undergraduate and graduate enrollment sits at 384 and it serves over 2,000 students throughout the University. SOM students have access to both specialized education in their particular field and the excellent faculty, courses, and resources of one of the nation's top research universities. Outside of campus, SOM offers outstanding possibilities and connections to a world-class music community in the heart of the Twin Cities, one of the most artistically vibrant urban centers in America.

The Director will join SOM at an important time as the School comes to the end of its current strategic plan and begin to design and enact a new plan, with opportunities to increase enrollment, expand curricular offerings, continue to develop a school culture that rewards new ideas and promotes collaboration, support student career preparedness, and promote active participation and engagement. As the School heads toward its 125th anniversary in 2027, the successful candidate will join a community of faculty, staff, and students who are eager to partner with the new Director to articulate a vision of excellence for SOM that both respects tradition and inspires the school to achieve new heights and pursue new directions, preparing students for successful creative lives in a changing artistic and cultural environment.

The ideal candidate will bring passion, enthusiasm, and an ability to work with faculty, staff, and students to articulate SOM's goals. The Director must possess an ability to lead, implement, and influence change, have experience with fundraising, as well as a skillset in building and maintaining strong relationships within and outside the School of Music community. The Director will be looked upon to aid in increasing enrollment, particularly of the undergraduate student population within SOM, and display a clear commitment to advancing diversity, equity, and inclusion. Outstanding artistic or scholarly credentials are expected.

The University of Minnesota has retained Isaacson, Miller, a national executive search firm, to assist in this search. All applications, inquiries, and nominations, which will remain confidential, should be directed to the search firm as indicated at the end of this document.

THE UNIVERSITY OF MINNESOTA

The University of Minnesota was founded in 1851 and is an AAU and R1 public research university that is ranked among the world's most renowned institutions of higher learning and one of the most preeminent research universities in the United States. The University has scholars of national and international reputation and continues to advance discovery and innovation to improve the lives of people in Minnesota and beyond. The flagship Twin Cities campus has the special distinction of being both a globally engaged R1 institution and Minnesota's land-grant university. The Twin Cities campus is also one of the few major land-grant research institutions situated in a major metropolitan area.

The University has an annual operating budget of \$4.2 billion per year and generates an economic impact of \$9 billion for the Minnesota economy. The University, the state's sixth-largest employer, has over 27,000 faculty and staff; it enrolls 65,000 students from 130 countries – 52,000 on the flagship Twin Cities campus - and has over half a million alumni living around the world. The University of Minnesota has schools and colleges in the fields of biological sciences; liberal arts; dentistry; design; education and human development; food, agriculture, and natural resource sciences; law; engineering; medicine; nursing; public affairs; public health; and veterinary medicine, in addition to world-class performing arts facilities, museums, and galleries. The University averages over \$1 billion in research expenditures annually, ranking eighth nationally among public universities, and its faculty and experts are considered amongst the best in their fields. The University consistently advances the land-grant mission and is committed to integrating public engagement into the advancement of learning, research, and discovery.

The University is driven by the conviction that diversity and equity are inextricably linked to excellence and are essential if the University is to remain a preeminent voice for innovation. The University strongly embraces equity, diversity, and inclusion and made them central to its strategic planning across the entire system. Students on the Twin Cities campus include 25 percent students of color and 10 percent international students, and 25 percent of all undergraduates are first-generation students. The University ranks ninth nationally for students learning abroad and offers study abroad programs in more than 70 countries. The University was ranked by Forbes as one of the country's 20 best educational employers.

The Twin Cities campus is in an economically vibrant region at the heart of an increasingly diverse Midwest, with 11 federally recognized Tribal nations; the largest urban Native American population in the country; a dynamic African American community; and growing African, Latinx, and Asian American populations. Located on traditional, ancestral, and contemporary lands of Indigenous people, the university acknowledges its complex and layered history. The University is committed to ongoing efforts to recognize, support, and advocate for Native American Nations and peoples. The Twin Cities has the largest number of people of Somali descent outside Somalia and the nation's largest urban Hmong population. The University continues to be dedicated to multiculturalism and equity in both education and employment.

THE COLLEGE OF LIBERAL ARTS

The College of Liberal Arts (CLA), which is home to the School of Music, is the umbrella organization for disciplines in the arts, humanities, and social sciences and enrolls 14,319 students (12,911 undergraduate and 1,408 graduate students) as of the Fall of 2021. CLA is the largest college in the University of Minnesota system and is committed to intellectual freedom, the pursuit of new knowledge, and the belief that the liberal arts are the foundation of academic learning.

CLA offers more than 60 undergraduate majors and 30 graduate and professional degree programs. Additionally, CLA offers more than 1,500 classes per term in the social sciences, languages, literatures, arts, and media, organized in 31 departments and schools within the College. Many departments rank among the best in the nation and have internationally renowned faculty.

Dr. John Coleman serves as dean of the College of Liberal Arts and a professor of political science. Since arriving at CLA in 2014, he has focused his efforts in four key areas: ensuring that CLA alumni are the most desirable graduates available; relentlessly promoting and rewarding research and creative excellence; advancing diversity, equity, and inclusion of faculty, staff, and students; and deepening a culture of engagement with alumni, the community, and the state. A nationally recognized scholar, he is the author or editor of eight books on American politics and government and numerous articles in edited volumes and major journals. Dean Coleman earned a Ph.D. in political science from the Massachusetts Institute of Technology and a B.A. summa cum laude in government and history from Clark University. Prior to his arrival at CLA, he was chair of the Political Science Department, a Lyons Family Faculty Fellow, and Glenn B. and Cleone Orr Hawkins Professor at the University of Wisconsin-Madison, where he was on the faculty for over 20 years.

THE SCHOOL OF MUSIC

When the University of Minnesota Regents authorized music study and hired a professor in June 1902, they set in motion a history of achievement that has enriched the University, the state, and the country. The department's creation signaled that, with musical culture exploding in the Twin Cities at the turn of the century, Minnesota needed to create its own cadre of music teachers and performers.

The mission of the School of Music is "to understand, share, and disseminate music through creation, performance, research, and education." SOM is committed to excellence in all scholarly, creative, and pedagogical endeavors, seeking to provide the highest quality of professional training in music to students pursuing a broad variety of careers and offer artistic, cultural, and intellectual enrichment to the community within and beyond the University of Minnesota.

Of the 384 students enrolled in the School of Music during the Spring of 2022, 196 were undergraduates, 186 were graduates, and 2 were obtaining certificates. The faculty is comprised of 36 full-time tenured or tenure-track members, 9 full-time contract/professional and academic faculty, and 35 part-time affiliate faculty members. Thanks to strong partnerships with the Twin Cities music community, these 35 part-time affiliate faculty members are professionals from organizations such as the Minnesota Orchestra and the St. Paul Chamber Orchestra. The school staff comprises 24 individuals with responsibilities in administration, communications, operations and performances, student services, and ensembles.

The School has nine divisions and offers degree programs at the bachelors, masters, and doctorate level. Programs include the Bachelor of Music degree in music education or music therapy; a Performance

Bachelor of Music degree in guitar, harp, organ, piano, strings, woodwinds, brass, percussion, or voice; and a Bachelor of Arts in Music. SOM offers masters programs in choral conducting, collaborative piano and coaching, composition, music education, music therapy, musicology, orchestral conducting, performance (guitar, organ, piano, instrumental performance, violin performance, and voice), theory, and wind ensemble/band conducting. Doctoral degrees include areas of concentration in collaborative piano and coaching, composition, conducting, music education, musicology, performance (guitar, organ, piano, instrument performance and voice), and theory. SOM also offers the Music Education licensure program and the Music Therapy Equivalency program for those students who completed a music degree with another emphasis but are interested in entering one of these two fields of study. The School is accredited by the National Association of Schools of Music (NASM).

Many SOM courses are available to students across the University, and non-majors participate in SOM performing ensembles, which are open to students regardless of major, schedule, or ability level. SOM offers a number of courses that fulfill the University's Liberal Education requirements, serving 2,206 students during the 2021-2022 academic year throughout the University and further connecting SOM with CLA and the larger University community.

The School of Music is housed in Ferguson Hall, a state-of-the-art building which opened in 1985, featuring versatile classroom spaces with supporting technology, faculty teaching studios and offices, over 70 student practice rooms and an organ studio, four large and four small ensemble rehearsal rooms (and a recently added fifth space for non-major campus bands), auditoriums, music library, computer facilities, storage (including student lockers), and administrative offices. The Lloyd Ultan Recital Hall is primarily used for School of Music recitals and master classes. Seating approximately 160, the Lloyd Ultan Recital Hall is an ideal venue for solo recitals, chamber music performances, and master classes. Ted Mann Concert Hall, a proscenium theater with an adaptable shell, is among the finest acoustical venues in the Twin Cities and hosts over 300 events each year.

The vibrant music scene of Minneapolis-St. Paul is a distinct asset for SOM. The Twin Cities area is renowned for its cultural output and depth and is home of the world-class Minnesota Opera and two internationally acclaimed orchestras—the Minnesota Orchestra and The Saint Paul Chamber Orchestra. Other music organizations in the Twin Cities include The Schubert Club, Minnesota Sinfonia, the Dakota Jazz Club, the American Composers Forum, The Minnesota Chorale, the Oratorio Society, MacPhail Center for Music, VocalEssence, and many more.

The operating budget for SOM is approximately \$13.25 million. The combined value of School of Music endowments is approximately \$26 million. Over the last decade, individual gifts and grants to the school have totaled more than \$13 million.

THE ROLE OF THE DIRECTOR

Reporting to the Dean of the College of Liberal Arts, the Director will be responsible for setting the vision and goals for the future of the School of Music. As the chief administrator of SOM, the Director is responsible for strategic and financial planning, budget management, fundraising and development, faculty recruitment, mentoring, promotion, tenure, curriculum development, enrollment and retention initiatives, personnel and human resource issues, and facilities management. The Director is assisted in these efforts by SOM's faculty and staff and an administrative team that includes a director of undergraduate studies, director of graduate studies, chief of staff, senior development officer, and

facilities and operations manager. The Director also has available the wide range of administrative, technical, and consultative services provided by the College of Liberal Arts.

The Director of the School of Music will arrive at an important moment requiring creative and strategic leadership ability as well as respectful and resourceful change management. Faculty, staff, and students within the School of Music are eager to partner with a new Director who will engage their energies, identify ways to foster further confidence in their collective abilities, and reinvigorate undergraduate enrollment. The overarching opportunity for the new Director is to leverage the many strengths of SOM and lead it to new heights.

The Director of the School of Music at the University of Minnesota will be charged with addressing the following opportunities and challenges:

Provide vision and strategic direction to support the School of Music's long-term success

The School of Music has significant strengths and aspires to even greater achievements in research, faculty and student scholarship, performance, and teaching excellence. The Director will be expected to nurture and support this dynamic community while providing leadership that is responsive to the rapidly shifting higher education landscape and the need for innovation in schools of music today. The Director will foster a culture that encourages and empowers faculty, staff, and students to explore new ways of thinking, creating, and performing.

Ensure the School of Music's curriculum and programmatic offerings are of the highest quality, with an eye on sustaining and building enrollments

The next Director must ensure that SOM programs are preparing students to be creative thinkers and leaders in their fields as well as accomplished performers, composers, scholars, and educators. SOM must lead the way with innovative programming and a broad-gauged commitment to excellence that places it indisputably within the top tier of schools of music nationally. The College of Liberal Arts aims to be a destination college for the most talented faculty, staff, and students, and a top choice for community partners from the local to the global. The School must have similar aspirations. With an eye on career-readiness, the Director will encourage faculty to assess the possibility of new approaches to learning or performance that will complement and build on the core programs of SOM. The key to success will be the Director's ability to build and maintain a high-caliber faculty with the skills and experience needed for the future.

The next Director will need to examine enrollment trends and work with faculty and staff to sustain the SOM's enrollment management plans, with a particular focus on increasing undergraduate enrollment. SOM's commitments to its legacy and traditions have long informed its successes, but opportunity exists for important growth as the worlds of music education and training continue to evolve, as diverse musical styles and genres attract student and public interest, and as attention to diversifying the curriculum for students has become paramount in the field. The Director will capitalize on the range and diversity of fields within the SOM to realize its unique potential, prioritize the qualities and programs that best demonstrate SOM's distinctiveness in an increasingly competitive artistic and academic landscape and, at the same time, create opportunities for new initiatives and programmatic offerings that meet the evolving needs of students, faculty, and staff.

Increase the School of Music's fundraising efforts and strengthen finances

Working with SOM leadership and CLA, the Director will ensure the School's financial health by effectively deploying resources, advocating on behalf of SOM, leading the development of and identifying innovative opportunities for funding, and creatively addressing programmatic finances and financial constraints. Inherent in the role, SOM's next leader will connect with alumni, donors, leaders in the arts and arts-affiliated organizations, and other external audiences to tell the story of the SOM's successes and ambitions persuasively. The Director will also be tasked with demonstrating ways that SOM's expertise, knowledge, and resources can contribute to the greater good of the community and beyond. The Director will lead fundraising, building on a base of success, and deliver a compelling message for support of academic programs, scholarships, fellowships, and facilities.

Foster a culture of diversity, equity, and inclusion

Diversity, equity, and inclusion is a cornerstone of the Roadmap, CLA's strategic plan. SOM has established a DEI working group, supporting initiatives across the School. The Director will assume a leadership role in celebrating the existing diversity of the faculty, staff, and student body, while at the same time serving as an institutional leader in both word and action by advocating for and ensuring that diversity, equity, and inclusion are present throughout the School's policies, processes, procedures, and practices. The next Director will commit to developing initiatives on recruiting and training faculty, staff, and students, particularly those from diverse backgrounds, and will invest in programs and resources to ensure that SOM is welcoming and inclusive for all members of the campus community.

Serve as a visible champion for the School of Music within the University, the Twin Cities, and beyond

The Director is expected to be a visible leader in the University community and the arts community across the Twin Cities, and an advocate for SOM's community involvement as a key facet of its public mission. SOM is uniquely positioned in the College of Liberal Arts, within a major research university, to further develop interdisciplinary programs that bridge across departments within CLA and across the university. The next Director will want to work with SOM faculty to support existing collaborations and identify innovative new opportunities for cross-disciplinary, inter-program partnerships. Outside of the University, the Director will be charged with creating sustainable community partnerships that leverage the critical role SOM plays in the Twin Cities music scene.

QUALIFICATIONS

The School of Music seeks candidates with strategic vision, strong management skills, and a personal commitment that aligns with the mission of SOM. The search committee understands that no single candidate will possess all the ideal qualifications, but the successful candidate will bring many of the following professional experiences and personal attributes:

- A skilled capacity to articulate a bold vision and the mission, achievements, and ambitions for a unit to a diverse audience including University stakeholders and external partners;
- Demonstrated success in leading and implementing change;
- Evidence of significant collaborative work with administrators, faculty, staff, and students;
- Strong administrative ability including delegation, prioritizing needs, timely, transparent, and well-informed decision making;

- Demonstrated experience in motivating employees to adopt mindsets and behaviors that are consistent with the values and goals of an organization;
- Experience with faculty and staff recruitment and development, including sensitivity to the unique needs of a diverse community of practicing professionals;
- Successful experience or demonstrated potential in fundraising and development activities;
- Galvanizing and clear communication style, insightful and respectful listening, emotional intelligence, and a desire to learn from others;
- Intellectual depth and strategic abilities to translate ideas and ideals into measurable outcomes;
- Personal and professional commitment to and expertise in advancing diversity, equity, and inclusion;
- An informed grasp of key issues affecting student enrollment and retention in music education;
- An optimistic, positive, growth-oriented, and forward-looking mindset;
- Appreciation of being in a liberal arts environment for students, staff, and faculty;
- Scholarly and or/creative record of achievement commensurate with appointment at the rank of full professor is preferred.

TO APPLY

The University of Minnesota has retained Isaacson, Miller, a national executive search firm, to assist with this search. Interested candidates must submit a letter of interest and a current resume or curriculum vitae to be considered for the position. Confidential inquiries, nominations, and application materials should be directed to:

Ben Tobin, Partner
David Grimes, Senior Associate
Stephen Kalogeras, Associate
www.imsearch.com/8641

The University of Minnesota shall provide equal access to and opportunity in its programs, facilities, and employment without regard to race, color, creed, religion, national origin, gender, age, marital status, familial status, disability, public assistance status, membership or activity in a local commission created for the purpose of dealing with discrimination, veteran status, sexual orientation, gender identity, or gender expression.