

Yale University

DEAN

SCHOOL OF MUSIC

New Haven, Connecticut

THE SEARCH

Yale University seeks a visionary, collaborative, and accomplished artistic leader to serve as the dean of the School of Music. Appointed by the president and reporting directly to the provost, the new dean will provide academic and administrative oversight of the Yale School of Music (YSM or the School), one of the most sought-after programs of graduate and professional classical music education in the world. The School sets high standards of excellence and is committed to preparing its graduates to become great performers, composers, teachers, and leaders in the field. The School of Music's mission is to educate and inspire graduate-level performers and composers with exceptional artistic and academic talent for service to the profession and to society. The dean will work with distinguished faculty, dedicated staff, and extraordinary students to support and advance the vision and mission for the future of the School of Music.

The Yale School of Music is enriched by, and contributes to, the academic breadth and artistic richness of a world-class research university. The dean will serve alongside, and partner with, fellow professional school deans, vice presidents, and other academic administrators on campus as part of the University Cabinet. As the chief academic and administrative officer of the school, the dean will be expected to envision and set strategic priorities and promote collaboration internally and externally. The dean will work to foster an environment for its faculty, students, and staff that aligns with the University's ongoing efforts to achieve high standards of inclusion and belonging. The dean will enthusiastically tell the story of the School of Music and continue to build and generate robust philanthropic support.

The successful candidate will bring musical accomplishment and vision, a deep commitment to the importance of the arts in society, and a record of successful organizational leadership. The dean must be a skilled communicator and savvy administrator, with an ability to navigate complex environments and collaborate effectively. The dean will bring a passion for education, and the capacity to lead a world-renowned school of music effectively.

Yale University 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.

YALE UNIVERSITY

Yale University is dedicated to expanding and sharing knowledge, inspiring innovation, and preserving cultural and scientific information for future generations. A member of the Ivy League and the Association of American Universities, Yale today ranks among the world's premier private research universities. The university's academic divisions consist of Yale College, the Graduate School of Arts and Sciences, and 13 professional schools: Architecture, Art, Divinity, Drama, Engineering and Applied Science, Environment, Global Affairs, Law, Management, Medicine, Music, Nursing, and Public Health. The university operates a \$5.01 billion budget, and its endowment as of the end of the 2022 fiscal year amounted to \$41.5 billion.

Yale enrolls more than 14,770 students, including 6,590 undergraduate students and over 8,100 graduate and professional students. The university employs over 5,200 faculty and nearly 10,900 staff members. Its network of more than 165,000 living alumni remains intimately invested and deeply engaged with their alma mater.

UNIVERSITY LEADERSHIP

President Peter Salovey

Peter Salovey is the twenty-third president of Yale University and the Chris Argyris Professor of Psychology. He became president of the university in July 2013. Prior to becoming president, President Salovey served as the provost of Yale University from 2008 to 2013. Other leadership roles at Yale have included serving as chair of the Department of Psychology (2000 to 2003); dean of the Graduate School of Arts and Sciences (2003 to 2004); and dean of Yale College (2004 to 2008).

President Salovey has led the development of new programs and facilities across the schools and departments of Yale, consistent with the vision and strategy he articulated earlier in his presidency. Advancements include restructuring and expanding the Faculty of Arts and Sciences and the School of Engineering and Applied Science, launching the Jackson School of Global Affairs, transitioning Yale School of Public Health into a self-supporting independent school from the Yale School of Medicine, and opening two new residential colleges, increasing Yale College enrollment by 15 percent. He is advancing innovative teaching on campus; amplifying Yale's partnerships in Africa, Asia, and other parts of the world; and enhancing multidisciplinary collaboration and entrepreneurial opportunity for faculty and students. President Salovey is committed to improving access to a Yale education for students worldwide regardless of their financial background and to enhancing a sense of inclusion and belonging for everyone within the Yale community.

Provost Scott A. Strobel

Scott Strobel was appointed Yale University Provost in 2020, a role in which he helps set and advance Yale's academic and research priorities and lead the faculty in their pursuit of research and teaching excellence. An award-winning teacher and mentor, Provost Strobel is also the Henry Ford II Professor of Molecular Biophysics and Biochemistry (MB&B), having joined the Yale faculty in 1995 and serving as department chair from 2006-09. Among other roles, he has additionally served as Vice President for West Campus Planning & Program Development, where he orchestrated the emergence of the West Campus as a research and educational center of the University; the inaugural Deputy Provost for Teaching & Learning, overseeing the creation of the Poorvu Center for Teaching and Learning; and as chair of the University Science Strategy Committee, which was tasked with developing a ten-year strategic plan for the sciences and engineering at Yale, and then as Vice Provost for Science Initiatives, where he was charged with beginning the implementation of that plan.

THE SCHOOL OF MUSIC

Originating from a \$5,000 gift to Yale College by Joseph Battell in 1854 "for the support, as far as it may go, of a teacher of the science of music to such students as may avail themselves of the opportunity," the Yale School of Music was formally established in 1894 though at that time still included undergraduate courses and degrees. The graduate division was established in 1932, and the School became exclusively a graduate professional school in 1958. Yale is the only American research university with four professional schools devoted to the arts (Art, Architecture, Drama, and Music), and YSM is the only School of Music in the Ivy League.

Dean Robert Blocker has led the School of Music since 1995. Under his leadership, the School has grown considerably in stature and resources, with renovated and new facilities for teaching and performance, expanded community music programs, new international partnerships, and the recruitment of esteemed faculty. In 2005, a transformational \$100 million gift enabled the School of Music to expand its academic and artistic programming and become tuition free. The School has a limited enrollment of 200 graduate students, and maintains a student-faculty ratio of approximately 3:1, offering an individualized and distinctive educational experience for gifted artists. With an acceptance rate of around 6%, the School of Music is highly selective and receives approximately 1,500 applications annually. In the 2022–2023 academic year, the School admitted 100 students from 21 countries, 24 U.S. states, and 71 institutions. Since the 1970s, approximately 40% of School of Music students are international students.

Yale University confers three graduate professional degrees through the School of Music including a Master of Music (M.M.), a Master of Musical Arts (M.M.A.), and a Doctor of Musical Arts (D.M.A.). There is also a Certificate in Performance (CERT) and an Artist Diploma (A.D.)

program offered in conjunction with Yale College for performers holding a minimum of a high school diploma and a combined Bachelor of Arts/Master of Music (B.A./M.M.).

The School of Music has a \$25 million operating budget and as of June 30, 2022, a \$574 million endowment, the most heavily endowed at the University, which supports 92% of annual operating costs. The School of Music is tuition free, with each admitted student receiving a full tuition scholarship of \$36,800 which covers all instruction, as well as living fellowships for students: \$6,000 annually for M.M., M.M.A., and Certificate students, \$10,000 annually for D.M.A. students during their two-year residency period, and \$12,000 annually for A.D. students.

School of Music Faculty

School of Music faculty are highly regarded in their disciplines and recognized worldwide for their performances, compositions, and scholarship. Students often choose to come to Yale specifically for the opportunity to study with one or more of the remarkable faculty in the School. Faculty can be full-time faculty in the School of Music or have dual or joint appointments with the Department of Music, Yale College, the Institute of Sacred Music, or in other departments. Faculty may also be part-time in combination with a robust performing career.

Music in Schools Initiative

Envisioned as a way to ensure access to music and music education for all children, in 2007 the Yale College class of 1957 established an endowment to create and sustain the Music in Schools Initiative. This initiative built upon the School of Music's existing relationships with the New Haven Community and furthered the commitment to promoting music education in public schools. Through the endowment, the Music in Schools Initiative has a visiting professorship and a biennial symposium to continue the preparation of teaching artists in concert with the School of Music. The program has deepened connections with the local community, and in 2010 expanded to include the Morse Summer Music Academy, which is a free summer intensive opportunity for New Haven Public Schools students, supported by Enid and Lester Morse through a generous endowment. The Music in Schools Initiative strives to be a national model for collaborative community partnerships between professional music organizations and public schools. More information on the program can be [found here](#).

Morris Steinert Collection of Musical Instruments

One of the foremost institutions of its kind, the Morris Steinert Collection of Musical Instruments (the Collection) was established in 1900 through a gift from Morris Steinert who presented Yale his collection of primarily keyboard instruments. The collection has evolved into one of the world's most important repositories of musical instruments, which help document the history of Western art music. In addition to the collection from Morris Steinert, the Collection of Musical

Instruments also includes the Belle Skinner Collection, the Emil Herrmann Collection, the Albert Steinert Collection, and the Robyna Neilson Ketchum Collection. Today, the collection is comprised of more than 1,000 instruments and offers special exhibits, presents an annual series of lectures, concerts, and other special events, in addition to maintaining permanent displays. More information on the Collection can be [found here](#).

The Norfolk Summer Program

Since 1941, the Ellen Battell Stoeckel Estate in Norfolk, Connecticut has hosted the Norfolk Chamber Music Festival/Yale Summer School of Music program. Through a highly competitive admissions process that is among the most selective summer music offerings in the world, accepted fellows participate and perform in three renowned programs: the Chamber Music Session, the New Music Workshop, and the Chamber Choir and Choral Conducting Workshop. The Norfolk Summer Program provides selected students the opportunity to engage in focused educational and experiential programs centered on the study and development of chamber music. More information on the storied history of the Norfolk Summer Program can be [found here](#).

For more information about the Yale School of Music, please [explore here](#).

OTHER YALE MUSIC PROGRAMS

The Yale School of Music collaborates with, other entities at Yale that also provide music education.

Institute of Sacred Music

Established in 1973 through a generous gift from the Irwin-Sweeney-Miller Foundation of Columbus, Indiana, the Yale Institute of Sacred Music (Institute), an interdisciplinary graduate center, educates leaders who foster, explore, and study engagement with the sacred through music, worship, and the arts in Christian communities, diverse religious traditions, and public life. The Institute partners with the School of Music and the Yale Divinity School, along with other academic and professional units, to prepare students for careers in church music or other sacred music, pastoral ministry, performance and scholarship. The Institute's curriculum integrates the study and practice of religion with that of music and the arts. With a core focus on Christian sacred music, the ISM builds bridges among disciplines and vocations and makes creative space for scholarship, performance, and practice. The Institute of Sacred Music is fully endowed. The Institute admits 65 students, 30 of whom receive degrees from the School of Music, and 35 from Yale Divinity School. For more information about the Institute of Sacred Music, please [explore here](#).

Department of Music

The Department of Music, one of the academic departments in the Faculty of Arts and Sciences at Yale, supports undergraduate students in Yale College, offering instruction in the theory, history, culture, composition, and practice of a wide range of musics for music majors and students of other academic disciplines. Additionally, the Department offers graduate programs in music theory, historical musicology, ethnomusicology, and Black music, which lead to a Ph.D. degree through the Yale Graduate School of Arts and Sciences. Students in the School of Music, with consent of their advisers and the instructor of the course, are welcome to enroll in both graduate and undergraduate courses offered by the Department. Similarly, students enrolled in the Department may take lessons through the School of Music. The Department enrolls about 40 music majors and some 200 Yale College students take lessons or classes at YSM each semester. The Department sponsors various artistic and musical organizations and programs, including the Yale Collegium Musicum, the Yale Baroque Opera Project, Gamelan Suprabbango, Contemporary Chamber Music Ensemble, Medieval Song Lab, and the Yale-New Haven Regular Singing. More information can be [found here](#).

Yale College Arts

Undergraduate life at Yale extends far beyond the classroom. The Yale College Arts umbrella includes five faculty- and staff-led resources (The Center for Collaborative Arts and Media, Undergraduate Production, Yale Bands, Yale Glee Club, and Yale Symphony Orchestra), and over 130 undergraduate arts organizations, of which more than 40 are musical. The three faculty-led co-curricular music ensembles exist in partnership with the School of Music: They are physically housed in the Adams Center for Musical Arts, alongside the School of Music, and the directors of those ensembles have faculty appointments at the school. [Yale College Arts](#) is part of the Yale College Dean's Office.

THE ROLE

Reporting directly to the provost, the dean will inherit a School that has enjoyed stable leadership and consistent growth in stature and reputation for almost 30 years. The next dean will have the opportunity to think critically about the future of classical music education and what role the Yale School of Music will play in shaping that future. The dean will be a passionate champion for excellence in music performance and composition, with intimate knowledge of leading best practices and a forward-looking vision for the distinctive educational experience that already exists at the School of Music. The dean will be responsible for balancing the continuation of a legacy of excellence with a nuanced approach to careful, intentional and directed change.

As the chief academic and administrative officer, the dean is responsible for strategic leadership and financial planning, budget management, fundraising, faculty leadership and mentoring, faculty promotion, support of faculty artistic endeavors including performance schedules and

practice time, the curriculum, diversity, equity and inclusion initiatives, student services and advising, enrollment management, recruitment and retention, personnel and human resource issues, and facilities management.

The dean is assisted and supported in these efforts by the school's administrative staff that includes: the Deputy Dean and Director of the Norfolk Chamber Music Festival/Yale Summer School of Music; Director of the Yale Institute of Sacred Music; Director of the Morris Steinert Collection of Musical Instruments; Director of Development and Alumni Affairs; Director of Equity Belonging and Student Life; Director of Finance and Administration; Chief of Staff and Executive Assistant to the Dean; Director of Communications; and Director of Operations.

OPPORTUNITIES AND CHALLENGES

The overarching charge for the next dean is to continue the legacy of a world-renowned classical music education while strategically examining existing strengths and envisioning new ones. The next dean will both harness and unleash the expertise and creativity of the faculty and staff to solve current challenges facing classical music education internationally, and collectively build a vision going forward. The next dean of the School of Music will be energized and inspired by the following opportunities and challenges:

Provide future direction for the School of Music

As the School of Music transitions to its next leader, the dean must balance the nuance of preserving what already makes YSM successful and unique while creating a forward-looking vision. The future of classical music training faces unique challenges, including the continued impact of a global pandemic on live performances; the impact of technology and the role new advances in technology will play in music and music entrepreneurship; and dynamic conversations about the potential of expanding representation of diverse genres of music in classical Western music training. The dean will provide a vision that harnesses the reputation and legacy of YSM and builds momentum, setting a trajectory for continued preeminence and the future of a vibrant musical environment with a focus on classical training.

Sustain and enhance Yale School of Music's legacy of excellence in artistic training

The School of Music encourages and supports many forms of artistic training and expression, and has a world-renowned legacy of performers, musicians, conductors, and composers. The next dean must understand the evolution of the artistic marketplace and ensure that the School of Music adapts as needed to continue to best prepare students for success. The dean will have the opportunity to facilitate discussion, with the faculty and staff, of the current mission and goals for the School of Music. The dean should recognize excellence in action while inspiring, in collaboration with the faculty, a repertoire and curriculum that is responsive to student needs.

The dean will leverage relationships with internationally acclaimed alumni to support the continued endeavor of preparing students for their future careers.

Ensure a cohesive learning environment internally and externally

There is significant opportunity for the next dean to assess the ways in which the School of Music, the Department of Music, the Institute of Sacred Music (ISM), and Yale College intersect to provide a cohesive and holistic learning environment for all students and faculty involved in classical music education at Yale. The dean should strive to remove formal or informal barriers to collaboration and communication while rationalizing work processes and clearly communicating formal decision-making paths. The dean will prioritize the student experience and synthesize the multifaceted ways in which Yale supports an artistic education, including exploring the unique role YSM's robust and active ensembles play in the broader student relationship with and exposure to music. The dean will promote collaboration internally and externally, partnering not only with affiliated educational programs but also looking for opportunity amongst the professional schools to allow all students the opportunity to engage in artistic and musical expression throughout their educational experience.

Recruit and retain a diverse and experienced faculty

The School of Music has strong retention of faculty, which necessitates an eye toward understanding and recognizing the existing talents and expertise while also thoughtfully recruiting and onboarding new faculty. The dean will inspire a generosity of spirit when working with the faculty of the School of Music, merging insights and ideas of newer faculty with the longstanding knowledge and experience of more senior faculty. The dean will understand the dynamics of promotion unique to the School of Music and work to further build transparent communication around the appointment and promotion process. The dean will actively engage with faculty to find new and creative ways to build relationships and foster collegiality between and amongst faculty who are connected to the School of Music and music education more broadly throughout Yale. The dean will prioritize developing opportunities for faculty to connect, communicate, and collaborate while continuing to expand faculty representation and recruitment, promoting a community in the School of Music that cherishes and demonstrates diversity.

Foster a more inclusive environment for students, faculty, and staff

In January 2020, President Salovey commissioned a university-wide special committee on diversity, inclusion, and belonging dedicated to improving Yale's community culture with a goal of ensuring that faculty, staff, and students feel fully part of the university and that all members are treated with dignity and respect. Music is a universal language, experienced by all senses and shared among cultures throughout the world. The dean has a responsibility to embody the university's commitment to these principles, carrying forward university-wide initiatives and

communicating in a variety of institutional settings the value and importance of diversity, equity, access, and inclusion. The dean will champion a learning and working environment where everyone feels welcome and respected, and where the diversity of ideas and perspectives enriches both the experience and the outcomes for faculty, staff, and students.

Strengthen and build financial and philanthropic resources

While the School has substantial resources through the hard work and dedication of administrative leadership, skilled development colleagues, and devoted volunteers, fundraising and philanthropic efforts remain a priority. The dean will serve as the external face of the school, passionately telling the story of the School of Music in an impactful way that resonates with current and prospective donors to help them understand how their existing or potential support directly supports students, programs, and infrastructure. For example, while the school is currently tuition-free, many graduate students have financial need beyond the cost of tuition. The dean will actively participate in alumni and donor relationship building to present strategic opportunities for philanthropic impact through investment in student scholarships, faculty support, academic programs, and facilities.

PERSONAL AND PROFESSIONAL QUALIFICATIONS

The dean of the School of Music will be a visionary leader with an international reputation who will exhibit a passion for the transformational experience of a classical music education. The Yale School of Music seeks candidates with the following experiences, characteristics, and abilities, understanding that no single candidate will have all the ideal qualifications:

- A demonstrated commitment to and experience in classical music training and the importance of music in society;
- Experience leading a prestigious group of performers and educators in fostering a strong sense of community;
- Exceptional knowledge of the pedagogical and repertoire needs of performers, composers, and conductors;
- Deep knowledge of best practices in the national and international music community at the graduate and professional levels;
- A track record of building and managing cohesive and vibrant teams, with the knowledge and reputation to continue to attract faculty of the highest caliber;
- Administrative and financial experience conducive to leading a robust and dynamic School of Music;
- Demonstrated commitment to and tangible experience in creating an educational environment that centers equity, inclusion, diversity, access, and belonging;

- An adept and collaborative manager, who is able to prioritize, delegate, and motivate;
- A visionary leader, who provides forward-looking and innovative ideas for the future of classical music training;
- A skilled relationship builder, charismatic storyteller, and engaging communicator as a leader and as a representative of the School and the Yale community in building and furthering donor cultivation;
- An intuitive and nimble approach to leadership, with the ability to listen intently, involve broadly, and communicate succinctly;
- A commitment to intellectual inquiry and academic breadth;
- A terminal degree in a related discipline is preferred.

TO APPLY

All inquiries, nominations/referrals, and resumes with cover letters should be sent electronically to:

Sheryl Ash, Partner
Ben Tobin, Partner
Hannah Moore, Senior Associate
Isaacson, Miller
263 Summer Street
Boston, MA 02210

<https://www.imsearch.com/open-searches/yale-university/dean-school-music>

Yale University is committed to basing judgments concerning the admission, education, and employment of individuals upon their qualifications and abilities and affirmatively seeks to attract to its faculty, staff, and student body qualified persons of diverse backgrounds. In accordance with this policy and as delineated by federal and Connecticut law, Yale does not discriminate in admissions, educational programs, or employment against any individual on account of that individual's sex, race, color, religion, age, handicap, or national or ethnic origin; nor does Yale discriminate on the basis of sexual orientation.

University policy is committed to affirmative action under law in employment of women, minority group members, handicapped individuals, special disabled veterans, and veterans of the Vietnam era.