



# EASTMAN SCHOOL OF MUSIC UNIVERSITY *of* ROCHESTER

Search for the Dean of the Eastman School of Music  
University of Rochester  
Rochester, NY

## THE SEARCH

The University of Rochester (the University) seeks a dynamic and visionary leader with a distinguished scholarly, artistic, or artistic management record and significant achievement in a major artistic or educational setting to be the next dean of the Eastman School of Music (Eastman, the School). This is an exceptional opportunity to lead one of the world's most preeminent music schools, housed within one of the nation's most prominent research universities, into its second century of extraordinary excellence in musical artistry and education.

Eastman, having just celebrated its centennial, is at an exciting and invigorating juncture. The president and provost are collaborating with university leaders to launch an ambitious and distinctive strategic plan. The dean of the Eastman School of Music will play a centrally important role in further cementing the University of Rochester as one of the world's leading research universities and ensuring that Eastman is ever more relevant and influential as a top music school in its second century as it was in its first. As one of the most esteemed schools of music in the world—a globally renowned faculty, caring and dedicated staff, highly engaged alumni, and gifted students—Eastman is well positioned for the future. This is a time of enormous energy and anticipation, across the campus and within the Eastman School of Music. Situated in the heart of the city of Rochester, Eastman's 900 undergraduate and graduate students have access to both an elite comprehensive professional music school education and a world-class faculty, courses, and all the resources of a private research university. The School's 110 full-time and 56 part-time faculty work across 13 academic departments providing the highest caliber of education and academic research.

Reporting to the executive vice president and provost, the dean will provide leadership to propel Eastman forward and will be responsible for faculty, academics, budget, personnel, general administration and management, and development functions. The dean will be a unifying and inspiring presence who helps articulate a vision of excellence for the School that both respects tradition and inspires the School to new heights; enhancing Eastman's position as a world-class musical and educational institution; leading the national and global dialogue on the future of music and music education; retaining and advancing the interests of a distinguished and active faculty; attracting the most capable and promising students, nationally and internationally; ensuring an effective administrative infrastructure to support for academic initiatives, student life, and advancement activities; strengthening an equitable and inclusive environment and culture at Eastman; enhancing relationships between Eastman and the rest of the University, and

investing in student and academic programs that simultaneously strengthen Eastman and make the whole of the University greater than the sum of its parts.

The dean will possess a deep understanding of the comprehensive professional music school in the context of a major research university, a well-developed perspective about major issues facing the education and training of professional musicians, scholars, and teachers of music in the 21st century, a strong and successful history of leadership and managerial experience, an appreciation for collaborative decision-making with faculty and staff, a commitment to diversity, equity, and inclusion, and demonstrated success in or aptitude for major fundraising. The dean will be creative and collaborative, highly ambitious for the Eastman School of Music and the University of Rochester, and able to capitalize upon the exceptional advantages that the University brings to the table as one of the nation's leading private, comprehensive, research universities.

The University of Rochester has retained Isaacson, Miller, a national executive search firm, to assist in the recruitment of the next dean of Eastman. Please direct all applications, nominations, and inquiries to Isaacson, Miller, as indicated at the end of this document.

## UNIVERSITY OF ROCHESTER

Founded in 1850, the University of Rochester is one of the nation's leading research universities and is the cultural, artistic, healthcare, and educational leader for the region. The University is a member of the prestigious Association of American Universities and is a founding member of the Consortium of Financing Higher Education (COFHE), a group of 35 leading private colleges and universities in the United States. The University is home to nearly 12,000 students and 3,900 full- and part-time faculty, who serve the University's teaching, research, and clinical missions in eight schools and colleges and its renowned medical center. The University of Rochester's 3,900 outstanding full- and part-time faculty are active scholars, researchers, musicians, healers, and creators who have made significant contributions to the advancement of knowledge and culture for the betterment of society. The faculty currently includes 16 members of the National Academies, and the University boasts 13 Nobel laureates among its alumni and faculty. Eastman School faculty and alumni have been honored with many international awards, including Grammy, Emmy, and Tony awards, National Endowment of the Arts awards, Fulbright awards, Pulitzer Prizes, the Prix de Rome, the Charles Ives Award, Guggenheim fellowships, and major awards from ASCAP, BMI, and *DownBeat*, among others.

Rochester is listed among the top private research universities by *U.S. News & World Report* and is the fifth largest private employer in New York State. The Eastman School of Music, together with the Memorial Art Gallery, one of the country's leading university-based art galleries, and NextCorps, a University-affiliated business incubator, are located in downtown Rochester. A short shuttle ride away on the River Campus are the School of Arts and Sciences, the Hajim School of Engineering and Applied Sciences, the Simon Business School, and the Warner School of Education. Across the street from the River Campus are the School of Medicine and Dentistry, the School of Nursing, and the Eastman Institute of Oral Health. The Laboratory for Laser Energetics, the world's largest university-based laser facility, is a few minutes drive away. Taken together, the University has major areas of excellence in the arts, music, and the humanities; social sciences; natural science; and medical research, and this physical proximity works to foster interdisciplinary collaborations across schools.

The University of Rochester's nearly 12,000 students hail from all 50 states and from over 141 countries around the world. With over 6,500 undergraduate students and nearly 5,000 graduate students, 12 percent of Rochester's students identify as underrepresented students of color, and 30 percent are international students. Undergraduate student enrollment has increased by 7 percent over the last five years, and roughly 18 percent of Rochester's undergraduate students are Pell-eligible.

### **Leadership**

[President Sarah C. Mangelsdorf](#) is an experienced academic leader who is internationally known for her research on social and emotional personality development and for her work on issues of academic quality, educational access, and diversity and inclusion at some of the nation's leading public and private institutions.

Since arriving in July 2019, she has increased the University's investment and growth in research and clinical enterprises, returned the University to its traditional university-wide commencement for the first time in 30 years, recognized Juneteenth as an official University holiday, and led the development of the University's new strategic plan, entitled Boundless Possibility, to help define the University of Rochester as a global research university of the future.

President Mangelsdorf has been co-chair of the American Association of Universities Advisory Board on Racial Equity in Higher Education since 2020 and serves on a select McKinsey & Company task force on the future of higher education.

[Provost David Figlio](#) is the chief academic officer of the University and the Gordon Fyfe Professor of Economics and Education and is an internationally recognized economist and educational leader. He became provost in July 2022. As provost, he oversees five of the University's main academic units of Arts & Sciences, Hajim School of Engineering and Applied Sciences; Eastman School of Music; Simon Business School; and Warner School of Education. Provost Figlio also leads University-wide operations, including academic affairs, graduate education and postdoctoral affairs, the library system, and information technology. Prior to joining Rochester, Figlio served as the Orrington Lunt Professor of Education and Social Policy and dean of Northwestern University's School of Education and Social Policy (SESP). Provost Figlio is an elected member of the National Academy of Education.

### **Diversity, Equity, and Inclusion**

As a top priority for the president and provost, the University of Rochester works toward being a community in which all who work, teach, create, and provide care are welcome and respected, and where all can pursue and achieve their highest objectives for themselves, their communities, and the world. Steeped in the city of Rochester's rich history of social justice, the University strives to be an inclusive, equitable, sustainable, and responsive organization at every level.

The University believes that a diverse workforce and an equitable, respectful, and inclusive workplace culture enhance the performance of the organization and is the responsibility of every leader. The University's Vice President for Equity and Inclusion is a key partner to the entire leadership team in ensuring equity across the institution; fostering a culture of respect and inclusion for all; and advocating for the role that diversity and equity initiatives play in achieving institutional excellence.

The University of Rochester is committed to fostering a culture of diversity, equity, inclusion, and belonging and to supporting employees regardless of their race, ethnicity, national origin, gender, sexual orientation, socio-economic status, marital status, age, physical abilities, political affiliation, religious beliefs, and any other factors irrelevant to a person's ability to successfully perform the responsibilities of the office, so that all employees feel valued and supported.

Read more about the [University of Rochester's mission, vision, and values](#) and its [commitment to an inclusive community](#).

## EASTMAN SCHOOL OF MUSIC

Established in 1921 as the first professional school of the University of Rochester, the Eastman School of Music has been distinguished since its inception for the dedication of its faculty to fostering exceptional levels of artistry, scholarship, leadership, and community engagement among its students. The School is recognized nationally and internationally for the quality and intensity of its disciplinary training and for the unique emphasis it places on providing opportunities for musical leadership and community enrichment. Many academic departments at Eastman rank at the very top among their peers in terms of academic research and scholarly productivity, according to an analysis by Academic Analytics. In the QS World University Rankings, in the field of performing arts, Eastman routinely ranks among the top universities in the world, placing 15<sup>th</sup> in the world in 2023. Its classrooms, rehearsal spaces, and performance halls are infused with a unique spirit of creativity, collaboration, and community felt by students, faculty, staff, alumni, and visitors.

With the transforming leadership of George Eastman and Rush Rhees (University President from 1900-1935), the vision and dedication of former Eastman School directors Alf Klingenberg, Howard Hanson, Walter Hendel, Robert Freeman, James Undercofler, Douglas Lowry, and most recently dean Jamal Rossi, and the inspired efforts of an accomplished and renowned faculty reinforced by an unrivaled staff, the School has grown in size, diversity, and prestige over the past century.

Eastman enrolls 900 students, split almost evenly between undergraduate and graduate students (500 undergraduates and 400 graduates). The School draws students from throughout the country--approximately 25 percent come from outside the United States. Each year, about 260 new students enroll, selected from a pool of more than 2,000 applicants. Students benefit from the intensity and focus of a comprehensive music school setting combined with the broad academic offerings of a major research university. Their intense musical education is balanced with a diverse curriculum, combining rigorous education in applied music and academic study within the School and across the University. Students can choose from 34 different programs offered by [13 academic departments, including—Chamber Music; Composition; Conducting and Ensembles; Humanities; Jazz Studies and Contemporary Media; Music Teaching and Learning; Musicology; Music Theory; Organ, Sacred Music, and Historical Keyboards; Piano; Strings, Harp, and Guitar; Voice, Opera, and Vocal Coaching; and Winds, Brass, and Percussion](#). Additional program opportunities are offered by the [Beal Institute for Film Music and Contemporary Media](#), the [Institute for Music Leadership](#), the [Eastman Performing Arts Medicine \(EPAM\)](#) program, the [George Walker Center for Equity and Inclusion in Music](#), and the [Electroacoustic Music Studios @ Eastman \(EMuSE\)](#).

Eastman offers degrees in both music performance and music scholarship, including a Bachelor of Music degree, Master of Music degree, a Master of Arts degree, a Doctor of Musical Arts degree, and a Doctor of Philosophy degree, plus a one-year, stand-alone Advanced Diploma. Approximately 20 percent of Bachelor of Music students are concurrently enrolled in a dual degree, earning a BA or BS from the [School of Arts and Sciences](#) or the [Hajim School of Engineering and Applied Sciences](#).

The [Eastman Community Music School \(ECMS\)](#) offers music lessons, ensembles, classes, and workshops to community members of all ages and backgrounds. With 175 teachers – including a top-notch mix of artist-educators, collegiate faculty, and Eastman students – ECMS serves approximately 1,700 community members during the School year and hundreds more each summer. From pre-school and early childhood programs to college prep and diploma programs to adult ensembles and classes, ECMS nurtures and inspires music students at all levels. The ECMS maintains partnership programs with many local organizations including the Strong National Museum of Play and the Rochester Philharmonic Youth Orchestra. Messinger Hall, home of the ECMS and adjacent to the main building of Eastman, was renovated in 2018 and helps create additional musical energy in downtown Rochester by combining the Eastman School's wealth of musical resources and talent in a way that accords a stronger identity with the community and creates a greater sense of accessibility for local residents.

In 2016, Eastman and the University formalized a long-standing relationship with the [Gateways Music Festival](#), whose founder joined the Eastman faculty in 1994. Gateways' mission is to "connect and support professional classical musicians of African descent and enlighten and inspire communities through the power of performance." While Gateways remains an independent 501(c)3 organization, this new alliance supported Gateways' growth and enabled Eastman to expand its already rich offerings and increase its national presence. Gateways Music Festival's offices are located within the Dean's suite at Eastman.

In addition to Eastman's dedication to a rigorous performance and academic education in a university setting, the School also remains committed to the [musical enrichment and education of the greater Rochester community](#). This vision lives on in all of the School's creative endeavors and remains central to its present-day mission. As a part of that vision, Eastman presents more than [800 concerts](#) annually. These concerts include a wide variety of musical offerings and performances are led by faculty and students and range across a diverse array of [ensemble offerings](#) represented within the School—soloists, chamber musicians, jazz and wind ensembles, choral groups, and symphony orchestras. Nearly all of these performances are free to the public, enhancing the cultural environment within the Rochester community.

More about the [vision and mission](#) of the Eastman School of Music.

### **Faculty, Staff, and Alumni**

The dean leads an extraordinarily talented and acclaimed faculty. The School's [110 full-time and 56 part-time, mostly resident faculty members](#) are world-class artists, scholars, composers, theorists, historians, and educators who are fully committed to the highest standards of excellence in music performance and scholarship. Many faculty members have toured around the globe, performed in some of the world's most recognized venues, and published definitive texts in their fields. They are Grammy winners and nominees as well as winners of other national and international performance, scholarship, and teaching awards and prizes, including ASCAP Deems-Taylor and ASCAP Awards, Guggenheim and Mellon Fellowships,

*DownBeat* awards, and awards from, the National Endowment for the Humanities and the American Council of Learned Societies. Eastman faculty consistently hold leadership positions in national and international discipline-specific organizations, and these societies regularly honor their achievements.

Eastman's faculty members balance their outstanding external accomplishments with an unwavering commitment to their students, serving as invaluable musical and personal mentors and forging lifelong friendships. In addition to the permanent faculty, many top musicians and scholars visit Eastman each year to give master classes and guest lectures, or to serve as visiting artistic directors, conductors, and teachers. The School's department chairs work collaboratively within their units and with their fellow chairs to ensure that the education and training students receive remains innovative and best-in-class. The School also has a [22-person National Council](#), comprised of alumni, parents, and friends that serve in an advisory role to the dean and the Executive Director of Eastman Advancement.

The talented staff at Eastman provide a wide range of services to students, faculty, and patrons, as well as to the broader community. Offices of Academic Affairs and Graduate Studies provide outstanding academic guidance, while the Office of Admissions, Financial Aid, and the Registrar provide recruitment and enrollment services. [The George Walker Center for Equity and Inclusion](#) serves as a vehicle to foster a welcoming and inclusive community and academic environment for people of all backgrounds and identities as well as work towards progressing equity and inclusion at the Eastman School of Music, while the Office of Student Affairs oversees life in the residence hall and works to make all Eastman students feel welcomed and supported during their time at the School. As students begin to think about life after Eastman, the team in the [Institute for Music Leadership](#) (IML) provides resources and opportunities for students and professionals to envision, create, and sustain successful careers in music, and to be leaders in the greater musical community. The Arts Leadership Certificate Program, founded in 1996, has more than 450 alumni who are leaders in national and international arts organizations. The IML also offers a fully online Master of Arts in Music Leadership degree program and three summer leadership workshops for arts leaders at various career stages. Campus resources provide additional support for students in the important areas of health, safety, and wellness.

Graduates of the Eastman School are represented in the venues of virtually every aspect of the musical community throughout the world, from the concert stage to the public-school classroom, from the recording studio to college and university classrooms and administrative offices. Eastman alumni are members of leading American symphony orchestras as well as major orchestras around the world, and a number of Eastman graduates have been trend-setters in pushing the boundaries of the contemporary music world. Eastman alumni have been honored with many international awards, including Grammy, Emmy, and Tony awards and nominations, Fulbright awards, Pulitzer Prizes, the Prix de Rome, the Charles Ives Award, Guggenheim fellowships, and major awards from ASCAP, BMI, and *DownBeat*. Many Eastman graduates also hold teaching posts at leading schools of music. The School's more than 10,000 living alumni are noteworthy for the depth and breadth of their training and experience, as well as for their willingness to assist current and graduating students in pursuing their careers.

### **Facilities and Finances**

The Eastman School of Music is located in downtown Rochester in the heart of the city's cultural district. The campus consists of a total of 578,000 square-feet of building space across [eight distinct, yet contiguous, facilities](#): the Eastman Theater, which houses Kodak Hall, faculty offices, and classrooms; the Main Building, which houses performance venues (including Kilbourn Hall, Schmitt Organ Recital Hall, and



Howard Hanson Recital Hall), classrooms, recording studios, practice rooms, and faculty offices; the Eastman East Wing, which houses Hatch Recital Hall, a large rehearsal hall, faculty studios, and a state-of-the-art audio and video recording control center; the Annex, which houses classrooms, faculty offices, and more than 80 practice rooms; the Old Sibley Library, which houses classrooms and the Ensemble Music Library; the Miller Center, which houses the Sibley Music Library, the Institute for Music Leadership, the George Walker Center for Equity and Inclusion in Music, administrative offices, and various restaurants and shops; the Student Living Center, a residence hall; and Messinger Hall, which houses the Eastman Community Music School.

Eastman's Student Living Center, adjacent to the academic, performance, and administrative facilities of the School, houses 350 students. Built in 1989, this modern student housing facility includes a 14-story tower and six smaller individual "houses", all of which are physically interconnected. The Center is fully equipped with dining facilities, several student support service offices, and a beautiful, small performance hall.

The Eastman community enjoys the robust collections of the Sibley Music Library, the third largest academic music library in the United States music collections overall. The library was founded in 1904 by Hiram Watson Sibley, son of the founder of the Western Union Telegraph Company, as a music library "for the use of all music-lovers in Rochester." It served as a community music library and provided music materials within the University Library until its incorporation into the Eastman School of Music in 1921. Sibley Music Library's immense holdings currently include 413,923 cataloged volumes of books, scores, and serials; 123,539 audio recordings; 3,731 video recordings; and 4,865 microforms (as of June 2022). The Ruth T. Watanabe Special Collections contains one of the most superb collections of rare music in the world.

The concert and recital halls at Eastman provide exceptional settings for solo and ensemble performances. Kodak Hall at Eastman Theatre, a magnificent, 2,200 seat concert hall, is the primary venue for the School's larger ensembles, including its orchestras, wind ensembles, jazz ensembles, opera productions, and chorale. It is also the principal home of the Rochester Philharmonic Orchestra. A \$12 million renovation in 2010 of the theatre retains its Italian Renaissance style, provides improved acoustics through the addition of a new back wall and boxes, and enhances the quality of seating. The renovations were part of a \$47 million construction project that developed a new East Wing for the School.

The 222-seat Hatch Recital Hall, the latest jewel among the Eastman School's concert venues, is an ideal size for solo instrumental, chamber, and vocal music – a modern complement to the Eastman School's historic Kilbourn Hall. Along with its elegant appearance and outstanding acoustics, the hall boasts state-of-the-art acoustical and multimedia technology.

The 459-seat Kilbourn Hall, which was completely renovated in 2016, is considered among the finest chamber music halls in the world for its pure acoustics and elegant decor and is the primary facility for faculty, student, and guest artist recitals, chamber music, and jazz performances. The 96-seat Kilian and Caroline Schmitt Organ Recital Hall was custom-designed to suit the acoustic characteristics of the School's Van Daalen organ and is used by students and faculty for organ rehearsals and performances. The 65-seat Howard Hanson Hall, completely renovated in the summer of 2023, provides space for solo and chamber ensemble recitals by Eastman School students, as well as for master classes, studio classes, and lectures.

Students regularly also perform in venues across the community, including the University's Memorial Art Gallery (offering weekly organ recitals during the school year), Christ Church (home of the School's Craighead-Saunders Organ), and the George Eastman House and Museum (the site of a monthly chamber music series).

As one of only a small number of elite schools of music situated within a larger university structure—Eastman currently operates with a responsibility-centered management (RCM) budget model, where each academic unit is responsible for generating revenue to cover its annual budget. Eastman represents about 10 percent of the University of Rochester's sizable endowment of over \$2 billion and currently has an operating budget of over \$60 million. The University's [strategic plan](#) is keenly focused on supporting, elevating, and celebrating the Eastman School of Music. The University is working to reinvigorate the RCM model to a hybrid-RCM which will ideally support more collaboration and innovation across the institution.

To ensure the School's second century of excellence, Eastman has embarked on a Centennial Campaign. Eastman has raised \$68 million to date towards a \$100 million goal. Fundraising will support three priority areas: scholarships for talented student musicians; the recruitment and retention of exceptional faculty; program support for emerging studies such as film and video game scoring and arts leadership, and innovative programs that bridge music and medicine.

Learn more about the [Eastman endowment](#).

## **ROLE OF THE DEAN: KEY OPPORTUNITIES AND EXPECTATIONS**

The dean is the chief executive officer of Eastman, reporting to the executive vice president and provost and serving on the president's cabinet. The dean is responsible for Eastman's standard of musical excellence, its academic programs and policies and its stewardship of the School's financial and capital resources.

The dean is supported by a [talented and devoted staff](#). Reporting directly to the dean are the department chairs, the senior associate dean of academic and student affairs, the associate dean of faculty affairs, the associate dean of equity and inclusion, the associate dean and director of the Eastman Community Music School, the executive director of finance and administration, the executive director of operations, the executive director of advancement (also reports in advancement), the executive director of marketing and communications, and the director of strategic initiatives and director of the Institute for Music Leadership.

The dean leads the faculty, working in collaboration with them on academic programs, recruitment and promotion, as well as the recruiting and retention of students of the highest quality. The dean also leads the School in fundraising and development. The dean has significant autonomy and responsibility for establishing a strategic vision for the School and marshalling the resources that support the vision. At the University level, the dean is both an advocate for Eastman and a member of the University's senior leadership.

By leveraging the School's unique artistic and academic profile; distinguished legacy; position within a private research university; and highly engaged community of students, faculty, staff, and alumni, the next dean will lead the School into its second century. To do this, the dean must understand the external market realities confronting higher education and schools of music and must be able to build consensus



around institutional strategies to respond. To this end, the dean will address the following opportunities and challenges:

**Further enhance Eastman's position as an internationally preeminent school of music**

Eastman's standard of excellence is reflected in the professional expertise and diversity of its musical community, the distinctiveness of its music education programs, and the leadership skills and professional success of its faculty and graduates. The School's aspiration to achieve excellence has shaped its legacy and will shape its future. The next dean will identify and act upon the opportunities that will make Eastman especially relevant in the 21st century and will play a leading role in the local and national discourse on the future of music and the arts. As part of this role, the new dean will be expected to articulate a strong vision for the role of music and musical education in the 21st century, with attention to financial and administrative structures necessary to realize that vision. Strategies include strengthening Eastman's market position relative to its peers, communicating Eastman's message to a wider audience, and enhancing Eastman's external profile as a leader in music creation and performance, scholarly examination, and music education. The next dean should continue to promote and champion Eastman and the performing arts across the University of Rochester campus, throughout New York, and on the national and international stages.

**Articulate a vision that both respects tradition and sets an inspirational path forward for Eastman into its second century**

The new dean will need to embrace the School's deep commitments to its legacy and traditions which have long informed its successes, but opportunity exists for important growth as the worlds of music education and training continue to evolve. The School is in an outstanding position to set the standard for the future of music education. The next dean will lead the strategic discussion at Eastman to ensure even greater eminence, prioritizing the qualities and programs that best demonstrate Eastman's distinctiveness in an increasingly competitive artistic and academic landscape and, at the same time, create opportunities for new entrepreneurial initiatives and programmatic offerings that meet the evolving needs of students, faculty, and staff.

The next dean will collaborate with colleagues to explore practice-based innovation that enhances effective pedagogy, challenges systemic barriers, and invigorates learning throughout the community. The dean will help position the School to account for the future of music and the performing arts, including further integrating priorities of diversity, equity, and inclusion, refining developing and capturing new audiences, evaluating ensemble and programmatic offerings to provide the greatest opportunities for student post-graduation and strengthening cross-university collaborations. The dean will evaluate curricular and educational expectations—including expansive exposure to a broader palette of music, and further the efforts to implement technology in the classroom, research, and concert hall as well as enhance the School's financial aid model and continue to build relations with international partners.

**Ensure a cohesive learning environment internally and externally**

The incoming dean should continue to promote and champion Eastman and the performing arts across the University campus, the Rochester community, and on the national and international stage. Working collaboratively with the other deans at the University, the School's next leader will identify new opportunities for cross-disciplinary, inter-school partnerships and initiatives.

The dean will be expected to serve as an effective spokesperson and advocate for Eastman as well as an engaged University citizen and community member, collaborating with other organizations and units on and off campus including the Rochester Philharmonic Orchestra and the autonomous Music department within the School of Arts and Sciences. To successfully fulfill its educational and community mission and position Eastman for continued success, the dean must develop, maintain, and leverage relationships with a broad array of constituents beyond the School, including leaders across the University of Rochester, Eastman alumni, industry leaders, and nationally and internationally recognized artists and scholars. Ultimately, these relationships should serve to support the development of the Eastman community and translate into new opportunities for supporting performance, learning, and scholarship for students, faculty, and staff.

#### **Judiciously steward and cultivate the School's resources to ensure future security and growth**

The University is establishing a new academic finance model which will provide increased financial security for Eastman, while still offering substantial incentives to develop new creative, mission-driven revenue opportunities for the School. The next dean will collaborate with Eastman faculty and staff, along with colleagues across the University, to enhance the School's net revenues in order to even more successfully achieve the Eastman's mission.

Eastman is currently in the midst of the centennial fundraising campaign, having raised \$68 million to date, with a goal of \$100 million. The dean will build upon existing fundraising activities; identify and cultivate new strategic fundraising opportunities; and deliver a compelling message for support of scholarships and academic programs. Successful fundraising will allow Eastman to develop innovative new programs, provide the resources to attract and retain top faculty, continue to enhance facilities and provide students with scholarships that are competitive with other music schools and conservatories across the country.

#### **Recruit and retain faculty, staff, and students, assuring that an Eastman education is available for the finest talent in the world**

Eastman is a close-knit community of learners, performers, and educators. Faculty and staff at Eastman are among the most distinguished in the nation. The dean should have both the stature and leadership talent to help attract promising new faculty and staff members and the interpersonal skills and style to ensure retention. The dean will also support professional development opportunities for the community.

Eastman continues to draw some of the finest musical talent from around the globe and expends considerable resources to ensure the affordability of this education for its students. Recent trends in higher education have increased the pressure to maintain adequate funds for scholarships and financial aid, particularly at the graduate level. The new dean will craft an effective strategy to manage this concern while continuing to attract the most competitive students. The plan will be based on leveraging the quality of the musical education at the School.

#### **Cultivate a climate of diversity, equity, inclusion, and belonging**

Eastman is committed to ensuring a community in which every person is welcome, safe, respected, and appreciated, and to taking definitive actions to enhance diversity, equity, inclusion, and access in the

School. The dean will serve as an inspirational leader in both word and action by advocating for and advancing the values of inclusion, equity, diversity, and belonging in all institutional areas and holding senior leaders accountable for making measurable progress. The dean will lead the campus community in recruiting, retaining, and developing talented faculty, staff, and students who contribute to the overall diversity of the School, including those from historically marginalized groups, and will create an educational experience that is musically, socially, and intellectually diverse, and invest in programs and resources to ensure that Eastman is welcoming and inclusive for all members of the campus community.

### **Continue to upgrade Eastman's facilities**

The Eastman School's facilities are one of its major assets. While work has been done in recent years, the School would benefit from the refurbishment and renovation of several spaces, including aesthetic improvements and soundproofing of practice rooms, as well as creation of additional spaces for large and small ensemble rehearsals, and chamber music. Working in partnership with the University's central administration, the dean should begin the work of assessing the School's physical plant and determining its needs and aspirations going forward. More immediately, there may be opportunities to improve or update the School's technology infrastructure.

### **QUALIFICATIONS AND CHARACTERISTICS**

The University seeks an inspiring leader who can motivate and engage the full talents of the faculty, students and staff of the School. Candidates need to possess the national profile and professional credentials to lead Eastman faculty, including an outstanding record as an artist, scholar, or music executive. Candidates should have an aptitude and enthusiasm for fundraising, a commitment to collaborative leadership and interdisciplinary cooperation, a deep and demonstrated commitment to diversity and inclusion, and demonstrated management skills. While no candidate will have strong evidence of success in along every dimension, the search committee seeks candidates with the following skill sets and abilities:

- Distinction as a musician, scholar, or music executive with a record appropriate for a position as full professor at the Eastman School of Music;
- An experienced, accessible, empathetic, and entrepreneurial leader;
- Deep respect for and encouragement of the artistic and scholarly pursuits of a diverse body of faculty and students;
- Strong management, planning, and financial skills; an astute understanding of university finances (or evidence of ability to develop this understanding) and the relationships between academic priorities, budgeting, and fundraising;
- An interdisciplinary thinker committed to harnessing and facilitating the potential of collaborative activities across institutional and disciplinary boundaries;
- A record of leading the successful recruitment and retention of extraordinary personnel;
- Demonstrated commitment to and tangible experience in creating an educational environment that centers equity, inclusion, diversity, access, and belonging;
- A strong history of ability to recognize and nurture musical, scholarly, and creative excellence, and a record of strategic prioritization carried out in an equitable and inclusive manner;

- The ability to articulate the School's vision, goals, accomplishments, and needs to a broad range of external constituencies, including alumni, academic, cultural, and social institutions, and the business and industrial communities;
- A creative, collaborative, prosocial problem solver with high emotional intelligence and a robust intellectual curiosity; and
- A decisive doer who can successfully manage the myriad issues and decisions that cross the dean's desk while maintaining a commitment to transparency, trust, and open communication with multiple constituencies.

## ROCHESTER, NEW YORK

The University of Rochester is in the heart of a metropolitan area of 1.1 million people and is routinely ranked among the most livable cities in the United States for families with outstanding schools, housing, and cultural life. Rochester offers its residents the amenities of a large metropolitan area with cultural amenities and is closely proximate to many beautiful natural areas, such as the Finger Lakes and Lake Ontario. It became the Flower City in the mid-1800s as the global center for flower and tree nurseries and was once home to Frederick Douglass and Susan B. Anthony. Rochester is a community rich in history and promise.

Learn [more about Rochester](#).

## APPLICATIONS, INQUIRIES, AND NOMINATIONS

Screening of complete applications will begin immediately and continue until the completion of the search process. Inquiries, nominations, referrals, and CVs with cover letters should be sent via the Isaacson, Miller website for the search: <https://www.imsearch.com/open-searches/university-rochester-eastman-school-music/dean>. Electronic submission of materials is strongly encouraged.

Ben Tobin, Partner  
Steph Simon, Associate  
Alaine Small, Senior Search Coordinator  
Isaacson, Miller

*The University of Rochester is an equal opportunity employer.*

*It values diversity and is committed to equal opportunity for all persons regardless of age, color, disability, ethnicity, marital status, national origin, race, religion, sex, sexual orientation, veteran status or any other status protected by law.*