

**Office of the President**

**TO MEMBERS OF THE COMMITTEE ON EDUCATIONAL POLICY:**

**ACTION ITEM**

*For Meeting of January 20, 2016*

**ESTABLISHMENT OF A SCHOOL OF MUSIC, LOS ANGELES CAMPUS**

**EXECUTIVE SUMMARY**

The Los Angeles campus proposes to establish The UCLA Herb Alpert School of Music with the transfer of three established departments (Ethnomusicology, Music, and Musicology) from the existing School of Arts and Architecture and College of Letters and Science. The first of its kind in the UC system, the proposed School hopes to become a transformative model for music schools across the nation. Esteeming all musical traditions and maintaining a balanced emphasis on scholarship and practice, The UCLA Herb Alpert School of Music seeks to pioneer new models for integrated musical studies.

In 2007, the UC Regents accepted a \$30 million gift from the Herb Alpert Foundation that obligated UCLA to establish a new programmatic structure to enhance interactions among its three music-related departments: Ethnomusicology and Music, both located in the School of the Arts and Architecture, and Musicology, located in the Humanities Division of the College of Letters and Science. The new programmatic structure, called a “virtual school” and named for the donor, was administered through the School of the Arts and Architecture and headed by a Director who was appointed by the Dean of Arts and Architecture. After seven years of this administrative arrangement, UCLA administrators, Academic Senate leaders, and a majority of the affected faculty agree that the three departments should now come together as a formal, unified School of Music.

The new School would have 50 funded faculty lines and about 28 paid staff full-time equivalents (FTEs), a student body of approximately 450, and annual revenue of approximately \$19 million. Each department within the School would offer three liberal arts degrees: Bachelor of Arts (B.A.), Master of Arts (M.A.), and Doctor of Philosophy (Ph.D.). In addition, the Music Department would offer two professional degrees: Master of Music (M.M.) and Doctor of Musical Arts (D.M.A.). The departments would continue to be housed in the Schoenberg Music Building and the Evelyn and Mo Ostin Music Center. The Music Library, located in Schoenberg, provides one of the largest academic music collections in North America. The Chancellor’s Office has committed approximately \$1.5 million in permanent funds to create a Dean’s Office for the new School and has agreed to retire the Ostin Music Center debt of \$11 million.

The proposal for the School of Music has been endorsed by the UCLA Division of the Academic Senate and by the systemwide Academic Council.

### RECOMMENDATION

The President of the University recommends that the Committee on Educational Policy recommend to the Regents that Section 15 (a) of the Academic Units and Functions, Affiliated Institutions, and Related Activities of the University, as provided for in Standing Order 110.1, be amended as follows:

#### Additions shown by underscoring

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15. Professional Schools

- (a) There are established the following schools, with curricula based on two or more years of undergraduate work as well as graduate curricula as listed:

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The UCLA Herb Alpert School of Music, at Los Angeles, with curricula leading to the degrees of Bachelor of Arts, Master of Arts, Master of Music, Doctor of Musical Arts, and Doctor of Philosophy.

### BACKGROUND

The rationale for establishing the The UCLA Herb Alpert School of Music rests on UC's four key factors for establishing a new school: academic rigor of the education and research programs; financial viability of the proposed school; significant benefits associated with establishing a music school; and meeting campus and system priorities.

#### *Academic Rigor of the Education and Research Programs*

The new School of Music would be comprised of three top-rated departments with internationally acclaimed faculties. The achievements and awards accorded to UCLA's professors in the proposed School of Music are numerous and characterized by accomplishments in scholarship, performance, composition, and music education. The Music Department successfully competes with top music schools in the nation for its students, providing them with intensive individual studio instruction, thorough theoretical training, and full participation in outstanding large and small ensembles. Focusing on the composition and performance of Western classical music, its solo, chamber, orchestral, opera, choral, and contemporary music programs offer a full schedule of public concerts at UCLA and off-campus venues. The Ethnomusicology Department is the nation's oldest and most distinguished department of its kind to embrace the scholarly study and performance of classical, jazz, and world music from

countries such as China, India, and Mexico, and regions such as the Balkans, the Middle East, and West Africa. The Musicology Department boasts some of the most sophisticated and cutting-edge cultural theorists and music thinkers who specialize in traditional subjects of European and American music, as well as modern-day subjects of film music, punk, Motown, and rock ‘n roll. UCLA’s doctoral programs in ethnomusicology and musicology have received top rankings by the National Research Council. In all three departments, there is a keen focus on educational excellence at both the graduate and undergraduate levels – curricula are rigorous and innovative. Most undergraduate students complete a capstone project in their junior/senior years, and graduate students complete a creative project that becomes part of a dissertation, thesis, or creative portfolio.

### *Financial Viability of the Proposed School*

In total, the three departments would transfer 47.61 budgeted faculty full-time equivalents (FTEs) and annual revenues of \$18.67 million to The UCLA Herb Alpert School of Music. The Chancellor has committed funds to create a new Dean’s Office for the School of Music, as well as additional funding for three administrative units that would be shared between the School of the Arts and Architecture and the proposed School of Music. The current cost estimates, to be supported by permanent funds, are \$1.31 million for staff compensation and \$130,000 for operating costs associated with the new offices. In addition, UCLA’s Office of External Affairs, with support from the Chancellor, would create and staff a new development office for the School of Music independent of the current Development Office in the School of the Arts and Architecture. Funded by non-general funds, the cost of creating a new development office, estimated at \$400,000, would be part of the campus’s increased support for the recently inaugurated UCLA Centennial Campaign. The Chancellor has also committed resources to retire the Ostin Music Center debt of \$11 million, with annual payments made by the office of the Vice Chancellor and Chief Financial Officer.

### *Significant Benefits Associated with Establishing a Music School*

Establishing The UCLA Herb Alpert School of Music as an academic unit is expected to have five significant benefits.

Establish a new kind of music school, well suited for UCLA and the UC. The first of its kind in the University of California system, the proposed School – with its well-balanced focus on scholarship and music making (performance and composition), as well as its commitment to the understanding of music in all its contemporary and historical diversity – has the potential to become a transformative model for music schools across the nation.

Enhance visibility and branding of the three music-related departments. Although the present arrangement has facilitated collaboration among the three music departments, it is outside the normative academic structure and as such cannot initiate academic curricula in the name of the school. Creating an independent school will lead to greater visibility and help establish UCLA as a leader in the comprehensive study of music. It will also make it easier for faculty to unify efforts in the recruitment of top applicants to all programs.

Provide graduate and undergraduate students with new opportunities to study across disciplines within the School. Having a music school with three complementary departments will encourage the creation of new programs that inspire students to cross department boundaries (as in the Music Industry Minor) and provide them with more opportunities to explore experiences outside their major department. Undergraduates in Music and Musicology, for example, will be encouraged to experience World Music by participating in one or more ethnomusicology performance ensembles. The School's graduate students would take seminars or performance-based courses in the other two departments, and students and faculty from all three departments may come together to present annual campus-wide, thematically based festivals or symposia.

Facilitate the advancement of interdisciplinary research and creative works. Having a music school with a collaborative administration will provide unified support for two recently approved centers. The UCLA Center for Musical Innovation will build on the success of the Music Industry Minor for undergraduate students and extend its program to include graduate student training, and faculty research and development in all three departments. The UCLA Center for World Music will advance the scholarly engagement, community outreach, and world music performances through the Ethnomusicology Archive and the World Music Instrument Collection. In addition to supporting centers, the new School will support collaborative performances and the creations of new works, such as the new opera recently performed in Mazatlán, Mexico, with music composed by a Music Department faculty member and a libretto written by a faculty member in Musicology.

Improve fundraising for the School and its three departments. The formation of a school with a clearer identity will strengthen the capacity of the development staff to raise external support from foundations and private philanthropy. This is key to the efforts of UCLA's Centennial Campaign to support programs, student scholarships, and special faculty projects with endowments and annual gifts.

### ***Meeting Campus and System Priorities***

UCLA has invested heavily in the visual and performing arts since its founding almost 100 years ago, and its continued investment is unmatched by other campuses in the University of California. The proposal to establish a School of Music is strongly supported by UCLA's Chancellor, the Executive Vice Chancellor and Provost, and the deans of the departments proposed for transfer. The UCLA Academic Senate also called for the establishment of a formal UCLA Herb Alpert School of Music in the course of its recent program reviews of the three music-related departments. The Chancellor's new Council on the Arts, which includes community members, directors of UCLA's public arts programs, and faculty representing the performing and visual arts and humanities, also embraced the proposal to establish a School of Music. In the three music-related departments, faculty are largely supportive of the proposal to establish a formal School of Music, and a high percentage of the latter faculty exercised their right to vote on the proposal to establish the School.

The University of California and UCLA are dedicated to three priorities: 1) scholarly research and creative works, 2) undergraduate, graduate academic, and graduate professional education,

and 3) professional, civic, and global engagement and service. As detailed earlier, ladder faculty of the proposed music school are internationally recognized and highly ranked by their peers for their vanguard research, exciting creative works, and stellar performances. The ladder faculty, along with a cohort of temporary faculty (adjunct faculty and lecturers), are dedicated teacher-scholars who have created and continue to nurture innovative and highly ranked academic programs that lead to three liberal arts degrees and two professional degrees. In addition, the faculty, staff, and students of the three departments proposed for the new School sponsor programs devoted to public service and community engagement under four categories: 1) innovative K-12 music education; 2) robust outreach programs for the youth of local communities; 3) creative performances with music groups in Southern California; and 4) national and international scholarly meetings and music festivals.

***Review and Approvals***

The proposal for The UCLA Herb Alpert School of Music was approved by the UCLA Division of the Academic Senate on June 4, 2015, and was endorsed by the Academic Council on December 16, 2015. Included is the letter of endorsement from the Academic Council. (See Attachment.) President Napolitano has reviewed the materials prepared by the campus and the Academic Council, and recommends approval of the proposed school.

**Attachment:** [Academic Council letter of endorsement and Coordinating Committee on Graduate Affairs report](#)