

# Music transcends time, cultures and generations and can shape our aesthetic and cultural being.

Rigorous and improvisational, we encourage and embrace the exploration of music in all its contemporary and historical diversity.

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### Eileen L. Strempel

Inaugural Dean, The UCLA Herb Alpert School of Music

#### Greetings,

As Inaugural Dean of The UCLA Herb Alpert School of Music, it is my pleasure to share our strategic plan that will guide our school's evolution and growth in the years ahead. Clearly, this is a uniquely challenging time for music and for higher education. An unforeseen convergence of events has called upon us to consider ways in which our work as musicians, scholars and educators may guide our students toward a more just and sustainable future as we navigate this period of accelerated transformation.

This blueprint of our shared future is the culmination of months of thoughtful work by our dedicated strategic planning teams who closely examined our curricula, student support infrastructure, instructional facilities and our commitment to equity, diversity and inclusion, among other important considerations. In developing this important analysis, we have identified opportunities for rapid innovation that provide hope, fostering a brighter future where music re-claims its integral and essential place.

Together, we will build from this current moment and emerge as innovators in our approaches towards the creation of music and scholarship. We will continue to foster and nurture voices that showcase the diversity of Los Angeles, with intentionality around our anti-racism efforts. We seek to embody and build upon the platonic ideals central to our institution's founding, as we inexorably and nobly seek to intertwine excellence, access and student success.

I eagerly anticipate the School of Music's next phase of growth and look forward to working with our faculty, students and staff to build upon our strong foundation. May we continue collectively forward in the spirit of collaboration as we create beautiful music and celebrate the strength of our musical community.

With Appreciation and Gratitude,

Eileen L. Strempel Inaugural Dean



# OUR SHARED FOUNDING VISION

"This is the University of California...
the University of this state. It must be
adapted to this people...to their peculiar
geographic position, to the requirements
of the new society and their undeveloped
resources. It is not the foundation of
an ecclesiastical body nor of private
individuals. It is 'of the people and for
the people' — not in any low or unworthy
sense, but in the highest and noblest
relations to their intellectual and moral
well-being. ... It opens the door of
superior education to all."

Daniello Gilman

University of California President
Daniel Coit Gilman

Inaugural Address, November 1872

#### **SHARED VISION**



Mo Ostin Music Center

#### **MISSION**

Esteeming all musical traditions as vital cultural expressions of our evolving global society, The UCLA Herb Alpert School of Music cultivates models for musical studies that integrate exemplary scholarship and practices, and engage through music with diverse communities on campus, throughout Los Angeles, and beyond.

#### **VISION**

We envision a school of music that welcomes students from all backgrounds, provides individual mentorship, ensures their well-being, and prepares them to flourish in an evolving musical landscape.

#### SCHOOL OF MUSIC VALUES

VOICE

Through our voices we express our thoughts, passions, and stories in the most immediate way. Voice has come to represent that expressive capacity more generally; we voice ourselves through musical performance, composition, scholarship, and teaching, and strive in our teaching to cultivate the individual voice of each student.

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#### **RESONANCE**

Resonance provides the space for harmony and rhythm to magnify the impact of the individual. Resonance starts with people listening to each other as the first step toward community, which enables them to engage the world beyond more powerfully.

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#### **COUNTERPOINT**

Individual voices have the greatest impact when they engage others in dialogue, discussion, and debate—in a word, counterpoint—whereby they establish the basis for musical and intellectual communities capable of activating the generative power of diversity.

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#### **VIRTUOSITY**

By cultivating voice, counterpoint, and resonance, we allow virtuosity—in its dual sense of virtue and skill—to flourish, with each performer, composer, scholar, and educator striving for the highest level of ethical excellence, responsible stewardship, and commitment.

#### STRATEGIC PLANNING PROCESS

#### Kick-off and Benchmark Data: 4/28

- Alumni survey
- Current student survey
- Enrollment data and trends (three years)
- Faculty and staff data

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#### Virtual Planning Sessions: 4/28 – 7/1 (SWOT Analysis + Goals + Strategies)

- Virtual planning groups draft strengths, weaknesses, opportunities and threats (SWOT) analysis.
- Groups include:Faculty, students and senior staff
- Groups submit draft analyses by: July 1

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#### Drafting the Plan: 7/8 - 8/1

- Group submissions are reviewed for recurring themes
- Draft plan is created incorporating recurring themes, goals and strategies suggested by the virtual planning groups



#### Review and Feedback: 8/2 – 9/15

- Draft plan shared with Dean's Cabinet for review and comments
- In an iterative process, the draft plan is also shared with the Faculty Executive Committee, Academic Departments, the Anti-Racism Action Committee, Undergraduate Advisory Board and Graduate Student Council

# 5

#### Finalizing the Plan: 9/15 - 10/29

 Revised plan shared online with faculty, students, staff and for feedback, revisions and edits



#### Formal Vote on the Plan: 11/2 - 11/6

• All faculty, staff and students vote to adopt the plan



#### Final Plan: By 11/15

Final plan shared with EVC/Provost Emily Carter

#### **SWOT ANALYSIS**

STRENGTHS, WEAKNESSES, OPPORTUNITIES & THREATS

#### STRENGTHS

# FACULTY EXCELLENCE

As the only school of music in the UC system, our faculty are accessible and willing to share their time and expertise, especially around new approaches to study, research, performing and teaching music from around the globe, and with a unique and exciting synergy between praxis and performance within the context of a world-class research institution.

# UCLABRAND & INSTITUTIONAL CONTEXT

Our intimate learning environment facilitates a tailored, exemplary (and comparatively inexpensive) student experience within the broad context of our nation's premier public research institution.

#### STRENGTHS SWOT ANALYSIS

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#### LOCATION

UCLA's Herb Alpert School of Music is in one of the most ethnically diverse art and cultural capitals of the world—Los Angeles. The city provides endless opportunities for community engagement, entrepreneurship, employment and real-world experience of performing arts from cultures around the globe. This is reflected in the School's world music ensembles, Ethnomusicology Archive and music industry programs.



Arturo O'Farrill

#### HOME TO A SUBSTANTIAL CREATIVE ECONOMY COMPRISING ARTISTS AND MUSICIANS

Multi-GRAMMY awardwinning pianist and composer Arturo O'Farrill serves as the new Associate Dean for Equity. Diversity & Inclusion. Director for the UCLA Afro Latin Jazz Orchestra and professor of Global Jazz Studies. He is joined by eminent educators such as Terrence Blanchard, a sixtime GRAMMY-winning jazz trumpeter, composer and music educator, who serves as the first Kenny Burrell Chair in Jazz Studies.

#### THE HUB OF THE GLOBAL MUSIC INDUSTRY

Los Angeles is synonymous with the film and recording industry. The city boasts 366 recording studios, the Grammy Museum and the Capitol Records Tower, an iconic LA building resembling a stack of record albums.



Capitol Records

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#### **BREADTH**

#### **ETHNOMUSICOLOGY**



UCLA Ethnomusicology Archive Reopening

UCLA is home to the nation's premier and only freestanding Department of Ethnomusicology. Robust departmental course offerings in the study of world music and its cultures are enhanced by the department's 17 world music ensembles. The department also features a world-famous Ethnomusicology Archive that is the largest university held ethnographic audiovisual archive in the U.S., holding over 150,000 recordings and a World Musical Instrument Collection that is the largest university held world musical instrument collection in the U.S. with over 1,000 instruments. More students have graduated with a Ph.D. in Ethnomusicology from our program than any other in the world.



UCLA Music of Thailand Ensemble



UCLA Global Jazz Ensemble in front of the Evelyn & Mo Ostin Music Center

#### **GLOBAL JAZZ STUDIES**

As one of the nation's only Global Jazz Studies programs, the Global Jazz Studies interdepartmental program at UCLA is taught by world-renowned faculty, including groundbreaking GRAMMY Award-winning artists, and reflects a unique commitment by the university to redefine this art form by recognizing its global roots and trajectory.

#### THE HERBIE HANCOCK INSTITUTE OF JAZZ PERFORMANCE AT UCLA

A tuition-free two-year master's program that accepts one ensemble of musicians each biennium.
Students study with legendary artists including Herbie Hancock,
Wayne Shorter and others, while also conducting outreach and masterclasses in Los Angeles and around the world.



Herbie Hancock and Students from the Herbie Hancock Institute of Jazz Performance at UCLA

#### STRENGTHS SWOT ANALYSIS



Violin Professor Movses Pogossian

#### **MUSIC DEPARTMENT**

Music has been an important area of study at UCLA since the university's founding. The Music Department brings together distinguished faculty and accomplished students, both majors and non-majors, to participate in the study, composition, performance and teaching of Western art music through individual instruction, classes and seminars, chamber music and large ensembles.

#### **UCLA BRUIN MARCHING BAND**

The 250-member UCLA Bruin Marching Band, known as "The Solid Gold Sound," has recently been featured on the BTS single "ON," the Super Deluxe version of the Muse song "Pressure," performing "Satisfaction" to open the Rolling Stones "50 & Counting" tour, on "The Ellen DeGeneres Show," in the movie 500 Days of Summer, in the soundtrack for Silver Linings Playbook and the MTV VMA Red Carpet Pre-Show.



Voice Alumna Angel Blue



UCLA Bruin Marching Band

#### **VOICE & OPERA**

One of the nation's top Voice and Opera programs allows students to train with eminent faculty in an inclusive and nurturing setting to gain the skills required to succeed as a professional singer.

#### **MUSIC EDUCATION**

UCLA is home to the only undergraduate music education program in the UC system. Boasting a nearly 100% student placement rate, the program continues to produce music education leaders.



#### STRENGTHS SWOT ANALYSIS

#### **MUSICOLOGY DEPARTMENT**

The Department of Musicology is internationally renowned for engaging in research on diverse areas of scholarship, including American music, social movements and the intersections of music, race, politics, climate change and more.





#### A PATHWAY TO THE MUSIC INDUSTRY

Our popular and burgeoning Music Industry programs connect students with international music industry experts and influencers in the global music-business hub of Los Angeles.

The new Bachelor of Arts in Music History and Industry creates a pathway to study music while also gaining the practical skills required to meet the challenges of today's evolving music industry. Building upon the Herb Alpert School of Music's existing Bachelor of Arts in Musicology and its popular minor in Music Industry, this new program combines practical hands-on training with the study of music within the context of different societies, cultures and theories.



# NIMBLE & RESPONSIVE

As the UC system's newest professional school, The UCLA Herb Alpert School of Music was created with a focus on innovation and efficiency. A spirit of faculty collaboration and a small, dedicated administrative staff allow the school to respond quickly to changing needs.









#### STRENGTHS SWOT ANALYSIS



#### WEAKNESSES

# COLLABORATION ACROSS THE SCHOOL

We need to draw further upon the unique components of all our departments and programs in order to provide inclusive exposure to diverse styles, music world genres and disciplinary and interdisciplinary approaches to music scholarship and music-making, both within the school and across the university as a whole.

# 2 STUDENT RECRUITMENT

We should strive to enhance our scholarship packages while continuing to foster a progressive admission process that facilitates the successful recruitment of diverse, accomplished students that choose us—and our research-institutional context—over our competitors.



# 3 PHYSICAL PLANT

We must continue to renovate and enhance our classrooms, performance and practice spaces and the facilities dedicated to our instrument collections, which are insufficient to teach our core curriculum and do not provide necessary room for innovation and broader outreach into the university as a whole. We also need to focus on creating common areas that facilitate community building among faculty, staff and students.



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#### **STAFFING**

Our streamlined staff size along with recent turnover creates challenges in managing workflows.

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#### SCHOOL CULTURE

As a new school, we have yet to create an intentional culture that embraces our existing diversity and provides a framework for building equity, new traditions and collaboration.





# 6 DIVERSITY CHALLENGES IN OUR CURRICULUM

Our curriculum must be a synergistic national leader that represents all voices in a manner that both acknowledges the conservatory model's rootedness in a white, male-dominated European culture and draws upon the wealth of diverse world music traditions to forge a bold future that encourages and facilitates inclusive, interdisciplinary study in each department and across the school.

#### **OPPORTUNITIES**

### ENHANCING COLLABORATION

Restore a required upper-division school-wide course and offer more programming in which faculty and students interact and learn from each other in ways that leverage our school's distinct multidisciplinary focus.

# 2 COMMUNITY ENGAGEMENT

Continue to build deep, mutually beneficial relationships with people and institutions throughout Los Angeles to better serve and engage the various communities of our diverse city and state, honoring and participating actively in our shared musical and cultural history, present and future.



# 3 ALUMNI/AE RELATIONSHIPS

Connect our students and alumni/ae for mentoring, support and job opportunities.

The Inaugural Alumni Board is a passionate group of School of Music graduates representing a variety of musical disciplines and professions. Through engaging events, programming and special initiatives, the board connects our alumni/ae community to each other and creates opportunities for current students to network with and learn from established alumni/ae working in the music industry, as performers and in academia.

### 4

# INNOVATE 21<sup>ST</sup>-CENTURY MUSIC PLATFORMS

Prepare our students to be 21st-century musicians who embrace every facet of the new digital landscape of music, performance and research. We must be a leader in developing a contemporary musical toolset and implement the coursework and opportunities our students require to adapt to the changing future of music making.





UCLA Herb Alpert School of Music

#### INAUGURAL BOARD OF ADVISORS



# MUSIC INDUSTRY PATHWAYS

Celebrate the benefactors that make the school possible by deepening curricular offerings connected to the Los Angeles music industry for both majors and non-majors.

Comprising a diverse array of music industry leaders and experts, the School of Music's Inaugural Board of Advisors has been formed to partner with Inaugural Dean Eileen Strempel to bring forth a 21st-century music industry program and embrace UCLA's unique proximity to the global music industry.

#### **THREATS**

#### COMPETITIVE LANDSCAPE FOR STUDENT RECRUITMENT

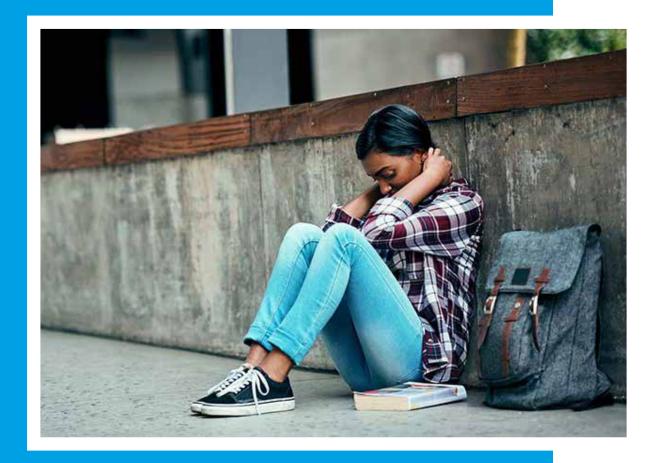
Many competitors have better scholarship/fellowship opportunities, and with our high-cost location, we don't always secure our top-choice recruits.

# PERCEPTION OF UCLA

There is a perception of UCLA as an elitist institution with insufficient diversity and a perception of the UC system as hostile to black, indigenous, and people of color (BIPOC) and other underrepresented and marginalized communities.

#### COVID-19 The coronavirus presents dram

The coronavirus presents dramatic and existential challenges to our traditional pedagogical approaches, performance opportunities and budget at a time when the need for music and human understanding to heal our world becomes more essential than ever.



# STUDENT AFFORDABILITY

The increased cost of a college education creates barriers for the recruitment and graduation of low-income, first generation, traditionally underrepresented and transfer students.

# GOALS & STRATEGIES



REIMAGINE CURRICULA

RENEW OUR PROMISE AS THE NATION'S #1 PUBLIC UNIVERSITY

B EMBRACE LOS ANGELES & THE SPIRIT OF INNOVATION

RAISE BRAND IDENTITY & PROFILE

ENHANCE RESOURCES



# REIMAGINE CURRICULA

REIMAGINE THE MUSICAL CANONS AND OUR CURRICULA TO HONOR THEIR RICH HISTORICAL PASTS WHILE EMBRACING AN INCLUSIVE, CONTEMPORARY MINDSET.

#### RENEW OUR COMMITMENT TO SCHOLARLY RESEARCH, INSTRUCTION, AND PERFORMANCE OF TRADITIONAL AND CONTEMPORARY WORLD MUSIC AND THE CULTURES THEY REPRESENT.

Explore the full potential of our contemporary music course offerings and experiences in order to elevate underrepresented voices, enrich our students' development as artists and scholars and allow us to serve as a national model in affecting curricular and societal change.

#### HIGHLIGHT JAZZ AS A GLOBAL PHENOMENON THAT REACHES BEYOND NORTH AMERICA

Highlight our growing focus on the origins, transmission, feedback and reinterpretation of jazz as a global phenomenon that reaches beyond North America.

#### BUILD MUSIC INDUSTRY CURRICULUM FOR A 21<sup>ST</sup>-CENTURY JOB MARKET

Build an accessible curriculum in Music Industry that equips our students to flexibly and effectively navigate the 21st-century job market.

#### RESTORE INTERDISCIPLINARY COURSE REQUIREMENT

Restore a redesigned upper-division undergraduate course that brings together students and faculty from different programs to sustain the interdisciplinary momentum established in first-year musicianship.

#### REIMAGINE CURRICULA GOALS & STRATEGIES

#### **ENHANCE MENTORING FOR FACULTY**

Provide more robust and consistent mentoring for pre-tenure faculty and foster a stronger sense of collegiality among our faculty as a whole.

#### REFASHION DISTINCTIVE CURRICULA WITH STRONG INTERDEPARTMENTAL COLLABORATION

Refashion distinctive curricula, with strong interdepartmental collaboration that intentionally harnesses the strength of our unique geographic location and our institutional pillars of excellence. Consider more flexible training requirements (ensembles, music theory) that encourage an enhanced, multi-musical perspective.



Hancock Institute students at UCLA explore the Thai Musical Instrument Collection

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# RENEW OUR PROMISE

**AS THE NATION'S #1 PUBLIC UNIVERSITY** 

FIGHT AGAINST A SYSTEMIC LEGACY OF INEQUALITY BY ENGAGING OUR FACULTY, STAFF AND STUDENTS AND LEVERAGING OUR INFLUENCE AS A LEADING MUSIC SCHOOL WITHIN THE NATION'S #1 PUBLIC UNIVERSITY.

#### INVEST IN FINANCIAL SUPPORT FOR STUDENTS

Invest in scholarships and financial support to assure broad access to a musical education to all, especially for our historically underrepresented students



#### RENEW OUR PROMISE GOALS & STRATEGIES

#### ESTABLISH EVENTS SERIES THAT CELEBRATE AND FEATURE HISTORICALLY EXCLUDED MUSICIANS, SCHOLARS AND ARTS LEADERS

Establish masterclasses and lecture series that celebrate an enhanced multi-musical perspective and feature black, indigenous, and people of color (BIPOC) and historically excluded musicians, scholars and arts leaders.



**MOSES AUBREY** 

Fourth-year student Moses Aubrey, who transferred to UCLA from Los Angeles City College, performs at the articulation agreement signing ceremony

#### INVEST IN EXPANDING THE QUALITY AND DIVERSITY OF OUR STUDENT APPLICANT POOLS

Invest in expanding the quality and diversity of our student applicant pools by deepening our growing network of transfer and articulation agreements with local community colleges and supporting our transfer students with resources and networks that will further their success at UCLA.

A new agreement between The UCLA Herb Alpert School of Music and Los Angeles City College streamlines the transfer pathway for music students interested in pursuing their bachelor's degree at UCLA.



2020/21 Undergraduate Student Advisory Board

#### OPTIMIZE OUTREACH TO ATTRACT MORE DIVERSE STUDENTS

Optimize outreach programming that connects with high schools and communities in order to attract a more diverse student body.

#### EMPOWER STUDENT ADVISORY BOARDS & ENGAGE STUDENT COMMITTEES

Empower our newly established undergraduate and graduate Student Advisory Boards to work with our Anti-Racism Action Committee, offer events that engage specific student communities and plan concerts and programs featuring black, indigenous, and people of color and historically underrepresented composers across the gender spectrum.

#### ADVOCATE FOR HIRING OF HISTORICALLY EXCLUDED FACULTY AND STAFF

Continually advocate for the recruitment and hiring of more black, indigenous, and people of color and historically excluded faculty and staff as a reflection of our articulated school values.

### )3

# EMBRACE LOS ANGELES & THE SPIRIT OF INNOVATION

CELEBRATE EXCELLENCE IN MUSICAL SCHOLARSHIP,
PERFORMANCE AND COMMUNITY ENGAGEMENT THAT
REFLECTS THE ENERGY OF LOS ANGELES AS A
CONTEMPORARY INCUBATOR FOR GLOBAL CULTURE,
WHILE EMBRACING THE TECHNOLOGY AND DIGITAL
PLATFORMS VITAL TO OUR FUTURE.

#### DEVELOP BEST PRACTICES THAT EMPHASIZE INDIVIDUAL EXPRESSION WITHIN CONTEMPORARY SOCIETY

Develop best practices in the classroom and studio that support enhanced student learning in a manner that emphasizes individual expression and experience in scholarship, performance and education in contemporary society.

#### LEVERAGE OUR WORLD MUSIC EXPERTISE

Leverage our world music expertise, especially at the intersections of ethnomusicology, music industry, global jazz and our ethnomusicology archive.

#### INNOVATE IN CROSS-DISCIPLINARY DIRECTIONS

Enhance our established leadership in the research and study of music, with our distinctive focus on innovating in cross-disciplinary directions.



Walt Disney Concert Hall in Downtown Los Angeles

#### CREATE INNOVATIVE VIRTUAL EVENTS AND PLATFORMS FOR MUSICAL PERFORMANCE

Expand from our specialized knowledge to create innovative virtual concerts, seminars, conferences and contemporary platforms for musical performance.

#### STRENGTHEN CONNECTION WITH THE MUSIC INDUSTRY TO BENEFIT ALL OF OUR STUDENTS

Engage with music industry partners to establish the Herb Alpert School of Music as a leader actively modeling and teaching the digital and technology skills essential to future success in musical careers.

# )4

# RAISE BRAND IDENTITY & PROFILE

ENHANCE THE UCLA HERB ALPERT SCHOOL OF MUSIC'S BRAND INTERNALLY AND EXTERNALLY TO RAISE OUR INTERNATIONAL PROFILE AND RANKINGS, WHILE SUPPORTING EFFORTS TO RECRUIT AN INCLUSIVE STUDENT BODY, ENGAGE STAKEHOLDERS AND HIGHLIGHT FACULTY EXCELLENCE.

#### CREATE SERIES OF EVENTS THAT ENGAGE OUR DIVERSE AUDIENCES

Create a comprehensive year-long calendar and series of events that engage our diverse audiences while enhancing the national positioning of the school.

#### SHOWCASE THE CONTRIBUTIONS OF STUDENTS AND FACULTY

Using a proactive and accessible delivery system and year-long campaigns, share the unique stories of our community in ways that showcase the contributions of students and faculty.

#### CELEBRATE FACULTY AND STUDENT WORK AND SUCCESSES

Celebrate faculty and student work and successes in the areas of research, local service, performance, recruiting pipelines and community engaged teaching.

#### **LEVERAGE THE UCLA BRAND**

Leverage the UCLA brand, its position as our nation's top public university position and a powerful engine of elite (not elitist) social mobility.





Typography and Design Elements + Musical Shape

#### **CREATING MUSICAL COMMUNITY**

The Herb Alpert School of Music has recently adopted new Mission, Vision and Core Values statements. These guiding principles will direct the forward trajectory of all aspects of the School's program development and public presentation.

Working in tandem with the established UCLA brand guidelines, the Herb Alpert School of Music is refining our brand to communicate these defining traits.

#### **LAUNCH BRAND MARKETING CAMPAIGN**

Launch a progressive and effective branded marketing and communications campaign for The UCLA Herb Alpert School of Music that includes engaging web content, improves search engine optimization and expands our social media presence.



### BE THE Explorand end er resear oppor GLOBAL SOUND

Earn your 8.A. degree in Global Jazz Studies from The UCLA Herb Alpert School of Music

Explore jazz music's global reach with our diverse faculty and enjoy an intimate learning environment within a top research university. Discover creative and professional opportunities in Los Angeles, the world's creative capital.

> For Admissions Information: admissions@schoolofmusic.ucla.edu http://uclamusic.info/globaljazz





#### ENHANCE RESOURCES

ENHANCE THE RESOURCE BASE FOR THE HERB ALPERT SCHOOL OF MUSIC VIA PHILANTHROPY, INNOVATIVE SUMMER AND ONLINE PROGRAMMING AND NEW CURRICULAR OFFERINGS.

#### IMPROVE INTERNAL CULTURE OF PHILANTHROPY FOR HIGHER PARTICIPATION AND COMMUNITY ENGAGEMENT

Further develop an internal culture of philanthropy within the Herb Alpert School of Music among students, faculty and staff that intentionally enhances collaboration, resource building and engagement.

#### **INCREASE DIVERSITY OF SUPPORT BASE**

Increase the diversity of the School of Music donor base through intentional school-driven programming focused on musical traditions of historically underrepresented communities.

#### INCREASE GIVING TO SUPPORT RECRUITMENT OF UNDERREPRESENTED STUDENTS

Increase giving for scholarship funds and resources that aid in the recruitment of and support for students from historically underrepresented communities.

#### **INCREASE ENGAGEMENT WITH ALUMNI/AE**

Increase two-way engagement with our alumni/ae in order to create a community of ambassadors who can support the school, offer mentorships and internships and assist the career development of our students and fellow alumni/ae.



#### EXPAND OUR SUMMER INSTITUTES AND ONLINE PROGRAMMING TO GROW NEW REVENUE STREAMS WHILE DEEPENING TALENT PIPELINES INTO OUR COMMUNITIES

The School of Music offers a number of summer courses in music performance, music industry, music history and world music. Courses are open to high school students, as well as musicians and scholars at any skill level. Students study alongside scholars, musicians and music industry professionals.

The School's week-long Summer Intensive programs provide high school students age 14-18 with a unique opportunity to expand their knowledge and performance skills while engaging with expert instructors and UCLA faculty. Our programs cater to a wide variety of interests, styles, goals and performance experiences.

#### CREATE MUSIC INDUSTRY PROGRAMS THAT POSITION STUDENTS FOR CAREER SUCCESS

Create a set of Music Industry programs that build upon student interest and our enviable location in the world's music-business capital to position School of Music students for career success in a competitive and rapidly changing contemporary musical landscape.

#### MAINTAIN EFFICIENCIES AND IDENTIFY GLOBAL OPPORTUNITIES

Continue the responsible stewardship of financial resources, with an entrepreneurial eye towards maintaining efficiencies and identifying new global and online opportunities.

#### COLLABORATE WITH CAMPUS PARTNERS TO REALIZE ARTS GATEWAY

Partner with university leadership and other arts units on campus to identify and cultivate support for a planned, publicly accessible arts gateway that enhances student learning and further positions UCLA as a global cultural leader.





# Shaping the Future of Music Making... TOGETHER.



