



UNIVERSITY OF
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Franklin College of Arts & Sciences
Hugh Hodgson School of Music

December 5, 2023

University of Cincinnati College-Conservatory of Music
Dean Search Committee

Dear Committee Members,

Thank you for the opportunity to explore the Dean position at the University of Cincinnati College-Conservatory of Music. CCM has a rich history and reputation as one of the top arts schools in the nation, combining a legacy of excellence with a spirit of innovation that is leading conversations about the future of the arts and their role in society. It would be an honor and a privilege to work together with CCM's outstanding faculty and students to build on the school's rich history, forge new paths, strengthen CCM's place in the campus community, and prepare students for successful and relevant careers that make a positive impact on society.

My diverse career includes a wide range of relevant experiences in the academic, non-profit, and private sectors. As Director of the Hugh Hodgson School of Music (the HHSOM) at the University of Georgia, a flagship public R1 institution, I have a demonstrated record of strong and inclusive leadership, visionary thinking, fiscal responsibility, community building, and student-forward curricular development. The HHSOM is one of the larger public-university music schools in the nation and a leading music school in the Southeast, with more than 500 majors, 70 full-time faculty, strong comprehensive graduate and undergraduate programs, and more than 28 million dollars in endowments and support funds. I have the experience and the track record to lead a school of CCM's size and scope, in addition to a strong national and international reputation as a leading scholar in the field of piano pedagogy.

The University of Cincinnati's strategic direction *Next Lives Here* focuses on urban impact, innovation, and academic excellence. These areas are compelling and align with work I've prioritized and undertaken at UGA. At the HHSOM we have recently launched several initiatives which increase our engagement with the community at large, understanding that strong community relationships are critical to the success of the arts. These projects have included deep and meaningful collaboration with local hip-hop artists (<https://www.athenshiphopharmonic.com/>), grant-funded programs that provide free music instruction and instruments to underserved local schools, a unique program that has provided online and in-person music instruction and support to a girls' school in Kenya (<https://online.uga.edu/news/music-education-georgia-kenya-back-again/>), significant work with ensemble performances at state penitentiaries, and work with the Atlanta Symphony Orchestra on a project that has led to ASO reading, recording, and providing feedback for student compositions. These projects have strengthened community partnerships and helped to raise the presence of the HHSOM in the local community; of equal importance is their impact on our students, who gain practical experience while seeing the tangible difference that engaged artist-citizens can make in local and global communities.

The central administration at UGA has placed a strong focus on innovation in recent years, and UGA is frequently ranked as the #1 university in bringing new products to market. I have been deeply involved with our university-wide Innovation District, serving on several high-level advisory boards (usually as the only arts representative) and helping to craft the ID's most recent strategic plan. I worked closely with the ID to launch their first ever Innovation Bootcamp for musicians, which was a huge success (<https://research.uga.edu/news/latest-innovation-bootcamp-hits-high-note-to-start/>). This work has opened valuable doors for HHSOM students and faculty, and I would welcome the opportunity to help the CCM community engage meaningfully with the University of Cincinnati's Innovation District and 1819 Innovation Hub.

At UGA, I have a demonstrated record of substantial collaboration with other units across campus; these efforts have raised the profile and stature of the HHSOM while providing our students with valuable opportunities. Recent efforts include a fruitful research partnership between the HHSOM and our College of Engineering (leading to multiple student and faculty research projects), collaboration between our Music Therapy program and UGA's College of Public Health, and increased collaborations with our School of Art, Department of Theatre and Film Studies, and Dance Department. The arts-based collaborations have resulted in the creation of the UGA ArtsLab, a cross-discipline center for student and faculty arts research, and the launch of a highly successful certificate in Musical Theater that is shared amongst Music, Theatre, and Dance. At CCM I would seek meaningful collaborative opportunities that provide real value to students and faculty while allowing music and the arts to remain true to their core identities and missions.

University schools of music and the arts are at a crossroads. Music and the arts continue to be integral to the life of *every* human being (there is no culture at any time or place in human history that did not include music and the arts), yet longstanding institutions struggle with questions of relevance. There is great value in the "traditional" curriculum, but students need versatility and breadth to succeed in an eclectic landscape. We also must acknowledge that the historical curriculum is not representative of *all* people, traditions, and backgrounds. To succeed and thrive, we must be open to meaningful engagement with the rich tapestry of musical and artistic cultures in the world around us, while also honoring the benefits of traditions that have served us well in the past—traditions of artistic expression, creative innovation, and the development of high-level musicianship and performance skill. These are all areas where CCM has historically been a beacon of leadership to the world. We must continue to champion this excellence while intentionally breaking down barriers that have kept many away from serious music study. If selected for the honor of leading CCM, I look forward to open, substantive conversations with students, faculty, and staff about how we truly serve students of all backgrounds while also preparing students to be leaders in bringing the highest quality of music and the arts to *everyone* in the world. When there is more music and art in the world, the world is a better place. The attached statement highlights many the initiatives I have worked on to help improve culture, increase diversity, and promote an overall sense of belonging for all.

I have a strong track record of fundraising success and sound fiscal management. At the HHSOM, endowments have grown more than 33% under my watch, adding several million dollars. In recent years, we have added 18 new named scholarship and support funds, seen record years of annual giving, and booked six- and seven-figure gifts. State budget cuts and the COVID pandemic severely curtailed our revenue, yet the HHSOM has recently increased undergraduate scholarship support and continues to fund innovative projects while keeping operational budgets in the black. With significant experience in the non-profit and private sectors, I am very comfortable with financial planning and development. I welcome the opportunity to work with donors, grow support for CCM, and increase resources and opportunities for students and faculty.

Effective leaders must be able to facilitate open and honest dialogue from a range of perspectives, listen attentively and empathetically, and craft compelling written and oral communications that will build consensus. My skills as a writer and editor are well-documented, and these skills serve me well in navigating the structures of a large state institution and advocating for faculty and students. I am a comfortable and natural public speaker with a reputation in the piano pedagogy field for dynamic and engaging presentations. At the HHSOM and *Clavier Companion* I am known for a selfless leadership style that seeks broad input, finds consensus when possible, and honors a range of perspectives. With a range of complex and challenging issues facing CCM (and all of higher education), it is important that we can talk openly and honestly, provide room for a variety of ideas, and work together to find solutions that help students and faculty succeed and thrive.

My CV highlights other achievements and successes that demonstrate my passion for advancing the cause of music on a global scale, supporting and empowering students and faculty, and leading others to the highest levels of achievement. My backgrounds in music education, piano performance, and piano pedagogy, along with a strong record of scholastic achievement and a demonstrated record of collaboration with arts units at UGA, give me the perspective and understanding to lead all facets of the CCM operation. I would be happy to discuss my qualifications further, and I look forward to doing so. It is honor to be considered for this leadership position at CCM.

Sincerely,

A handwritten signature in black ink, appearing to read "Pete J. Jutras", enclosed within a light gray rectangular border.

Peter J. Jutras, Ph.D, NCTM
Director
Despy Karlas Professor of Piano
Hugh Hodgson School of Music
The University of Georgia