

# THE CROSSROADS OF MUSIC

Berklee  
college *of*  
music

# **THE CROSSROADS OF MUSIC**

Strategic Direction  
for Berklee College of Music  
2012 to 2015

The Crossroads of Music:  
Strategic Direction for Berklee College of Music 2012 to 2015

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## Forward: 2005 to 2015

Berklee College of Music's vision for 2015 is to be the world's leading institute of contemporary music. By most important measures—student quality, faculty excellence, and alumni recognition and success as evidenced by 222 Grammys—this is already true. Musicians from every continent bring their music and culture with them to the college, creating a one-of-a-kind learning environment that places Berklee at the musical crossroads of the world.

Since stating this vision in 2005, we have had many accomplishments that demonstrate our music education leadership in higher education. We launched a curriculum review initiative leading to numerous substantial changes, including the 50-minute lesson and the creation of minors in 11 focused areas of study. We completed a campus master plan, secured approval from the City of Boston, and began construction on a 155,000 square-foot building in the heart of our campus. We renovated facilities and launched programs at Berklee's new campus in Valencia, Spain. In Boston, we purchased and renovated several new educational facilities, including 7 Haviland Street. We greatly expanded student rehearsal space, introduced a peer advising program, and significantly increased internship opportunities. We created new institutes for global jazz and American roots music, and we launched a program for visually impaired students.

To make sure we continue to enroll the best students, we decided to audition and interview all applicants. Since beginning to do so in 2006, we have tripled applications, doubled the percentage of domestic ALANA students (domestic students who identify themselves as African American, Latina/o, Asian American, and Native American), and increased female student enrollment by 20 percent. Over this same period, we increased scholarship funding from \$10 million to more than \$30 million. In the online school, we have increased enrollment by more than 300 percent. We have also expanded student participation in fitness programs and we

saved energy through new sustainability programs. And just this past spring, we successfully completed our first-ever capital campaign. From an initial target of \$40 million, we raised \$54.5 million in support of our vision.

Berklee's strategy for 2012 to 2015 is presented in the following pages. Let me offer my personal thanks to all who participated in this strategic planning process. Your willingness to engage, share your good ideas, point out ways we can improve, and debate the choices we must make to remain focused helped us create what I believe is the right plan for the right time—one that sees us bringing many of our most ambitious projects to completion and assessing ways to improve our initiatives. I'd like to especially thank the many individuals who served as members of the committees that contributed to the formation of this strategy to firmly position Berklee at the crossroads of music.

Roger H. Brown, President

A handwritten signature in black ink that reads "Roger H. Brown". The signature is written in a cursive, flowing style with a large initial "R".

Berklee College of Music

## The Crossroads of Music

Berklee College of Music was founded on the revolutionary principle that the best way to prepare students for careers in music is through the study and practice of contemporary music, and this kind of forward thinking remains part of Berklee's culture today. Adapting to change, anticipating trends, improvising solutions, and advancing technology are hallmarks of a Berklee education, and values embraced by the entire community.

This is in evidence in the way Berklee has transformed itself over the past few years—an audition and interview for every applicant, a comprehensive curriculum revision, dramatic changes to the campus environment, significant expansion of scholarship awards, a new campus in Valencia, Spain—and in the way it continually plans for its future.

People come to Berklee because they want to be a part of a community with contemporary music at its center, where students and inspiring educators form new musical ideas to keep music developing, evolving, and open to influences from all cultures. This puts Berklee at the crossroads of modern music.

The entire Berklee community—students, faculty, staff, and alumni—contributes ideas and opinions to help shape the college's future. While discussing directions for the college to pursue in the next few years, members of the community agreed that the major initiatives to achieve the college vision are now in place, and that the focus should be on bringing these to successful completion. This kind of sharp strategic focus is characteristic of organizations that are great places to learn, teach, and work.

Berklee's strategy for 2012 to 2015 will focus on bringing major initiatives now underway to successful completion, integrating resources that support educational programs, assessing programs and initiatives for continued relevance, and preparing the way for Berklee in 2015 and beyond.

## Come Together: Complete Major Initiatives

Priorities in the strategic plans for 2005 to 2012 included the need for new technology facilities, additional student housing, study-abroad opportunity, master's programs, online education options, and clear enrollment objectives. The major initiatives outlined below were designed to meet these needs, and their successful completion is critical to achieving the college's vision for 2015.

**160 Massachusetts Avenue.** Berklee is now constructing, for the first time in its history, a facility built specifically for music and music education. This 16-story building, scheduled to open in the fall of 2013, will house two floors of music production and recording facilities, more than doubling the space of the current production facilities. This new state-of-the-art facility will allow for expansion of enrollment in majors such as music production and engineering and electronic production and design.

It will also include a 400-seat student dining and performance venue, as well as 370 beds in residential housing, allowing the college to house the entire entering class for the first time ever. (It is important to note that this facility is not intended to expand overall enrollment at Berklee; instead, it is intended to allow more of our existing students to live on campus.) It will reaffirm Berklee's leadership in music technology, improve retention through stronger campus life programs, and create a more coherent campus.

Full occupancy of the residence halls, efficient use of production studios to allow access to more students, determining how the dining hall and performance space will coexist, and making the best use of the space vacated by the dining hall in 150 Massachusetts Avenue are key to successful integration of this new facility into the Berklee campus.

**Valencia Campus.** Students preparing to enter the global music and entertainment business are best prepared by gaining



international experience, and Valencia, with its rich musical traditions and educational environment, is an ideal location. The city is a crossroads for diverse musical influences from Europe, North Africa, and the Middle East. The province of Valencia is creating an arts-focused economy and values Berklee's presence highly, and has leased facilities to the college in a landmark building in the historic city at very favorable rates.

Students are currently enrolled in Berklee's Global Studies Program, a study-abroad program now open to all Berklee students. The college is introducing its first-ever master's degree programs—contemporary studio performance; scoring for film, television, and video games; and global entertainment and music business—in September 2012. The Valencia campus will also be home to the International Career Center. This center will promote and develop relationships with music industry partners who have an ongoing interest in the employment potential and careers of Berklee students and alumni.

Full enrollment in global studies, master's programs, and special summer programs, as well as close integration with Boston operations while maintaining appropriate autonomy are key to success.

**Online Continuing Education Degrees.** Berklee now provides students with several music education options, including summer programs, undergraduate degrees on campus, programs in Valencia, and online education. Offering bachelor's degrees through online programs will allow the college to examine credit-transfer programs between online and on-campus, and develop degree-completion programs for alumni. It will also make the college more flexible in its ability to design programs when credit can be earned in a variety of ways and places. The accreditation process with the New England Association of Schools and Colleges (NEASC) is underway.

Online degrees represent a significant step for the college and will require careful management for a complementary fit within the range of Berklee's educational programs.

**Comprehensive Enrollment Strategy.** The quality of an institution is measured by the quality of its students, and Berklee's students are among the most talented and passionate young musicians in the world. The college's enrollment strategy places priority on identifying and enrolling high potential and high achieving students, and their number continues to grow. Enrollment goals to enhance the diversity of the college community have been successful by significantly increasing the percentage of international, female, and ALANA students at the college.

Academic and staff departments have collaborated on an enrollment strategy that unifies recruitment objectives, retention programs, collaboration with summer and online programs, graduate enrollment, and the alignment of financial aid and scholarship policies to support these goals. Full implementation of this strategy is targeted for 2015.

## We Can Work It Out: Integrate Resources across Programs

The scope of the college's educational offerings has changed dramatically over the past seven years. In 2005, at the beginning of the strategic plan, Berklee offered undergraduate programs in Boston, summer programs geared to high school students, a Boston-based urban outreach program, and an online school serving about 2,000 students.

Now, seven years later, campus students have access to online courses, minors, specialized institutes, study-abroad opportunities, and a peer advising program; the number of summer programs has grown significantly—as has the summer student population—and includes programs for students age 12 to 15; the outreach program has expanded to 30 cities across the U.S. and has a sophisticated online component; the online school enrolls more than 12,000 students per year, far eclipsing the on-campus enrollment in numbers; and, beginning in September 2012, the college will offer master's programs for the first time at a new campus in Valencia, Spain. There is even KidsJam, a program for preschool-aged children developed by Berklee's music education department.

These new programs were the result of strategic initiatives the college undertook to achieve its vision, and are a testament to the hard work and dedication of faculty and staff to make them successful. But accomplishing these required a singular focus and resource commitment that would now benefit from closer integration.

**Online Educational Delivery.** Online courses and learning resources are offered to students in online continuing education programs (Berkleemusic) and on Berklee campuses, as well as to City Music Network students (PULSE).

Berkleemusic has developed more than 200 online courses and programs that have helped define the standard for online music education, and in fact, has won the award for best online college-level course in the country from the University Professional and Continuing Education Association eight years in a row. More than 12,000 students from 150-plus countries are enrolled in courses this year. On-campus online and blended (online and in-class) courses launched last year, and 430 students have taken one of the five courses offered. New courses will roll out in September 2012. The PULSE method is a rich collection of tunes and resource materials to guide classroom and ensemble interaction for City Music students.

These are powerful platforms on which to build future online learning models that will benefit from an integrated approach to address curriculum development, mobile applications, and programs blending online with in-class instruction.

**Advising.** Berklee students have access to advising services throughout their education. Peer advising—an initiative launched early in the current strategic plan—has proven to be a valuable program to orient and support first-semester students, as has faculty advising. Most students now enrolled have benefited from this. Academic advisors in the Counseling and Advising Center assist students with their schedules, and department chairs work with students to help shape a curriculum to suit their educational goals. The Career Development Center is a valuable resource for students that collects career information, presents seminars, and invites employers to campus. Connecting these advising programs will better support students on their path to a successful and satisfying career.

**External Communications Programs.** Berklee reaches out through many communication channels to expand awareness of college programs among new audiences and provide interested individuals with targeted information. Social media and online search play a central role in these communications, as does media relations, long a key to Berklee's public profile. But

communications to undergraduate candidates, summer students, online students, and master's candidates can be much more effective if Berklee's presence in YouTube, Facebook, search engines, Twitter, and emerging social media environments is closely coordinated.

**160 Massachusetts Avenue and Global Campus.** The opening of the college's first-ever building designed from the ground up in September 2013 presents an opportunity to conceive the future of the Berklee campus, both in Boston and in relation to Valencia and online learning programs. Renovation of the dining hall at 150 Massachusetts Avenue to meet space needs, Internet2 planning, strengthened campus identity and way finding, and improved accessibility throughout the campus are among the factors to be considered. Longer-term direction reflected in the college's campus master plan includes planning for the development and improvement of properties at 161 and 171 Massachusetts Avenue and 1108 Boylston Street.

**Capital Campaign.** In its first capital campaign—launched in 2006 and concluded in 2011—Berklee established a \$40-million goal, increased it to \$50 million after strong initial support, and finished the campaign at \$54.5 million. This was accomplished in the years surrounding a global financial collapse that challenged many institutions. The next campaign—to launch during this next three-year period—will build on this success and support scholarship, facility, and program goals.

**Web Service Platforms.** Berklee has a number of websites to provide information to specific audiences, and they do this very well. Millions of visitors to [berklee.edu](http://berklee.edu), [berkleemusic.com](http://berkleemusic.com), and internal sites such as [my.berklee.net](http://my.berklee.net) provide users with a wealth of information to help them make decisions and stay informed. But multiple sites can create confusion for visitors as they can encounter different sign-ins, notification options, or newsletter subscriptions. Tighter integration of services across the college's web platform will unify our messages and avoid what could be a fragmented, confusing user experience.

## See How They Run: Assess for Relevance to Vision

Several sweeping initiatives that have changed the character of the campus experience were planned and launched during the 2005 to 2012 period. Now that they are up and running, they will be carefully assessed to ensure they are meeting intended goals and student needs.

**Audition and Interview (A&I).** Prior to 2006, only those students who were interested in applying for scholarship consideration were auditioned. In 2007, the college launched a program to audition and interview all applicants to the college. The A&I program has allowed Berklee to accept students who are the best match for the college, and contributed to better average placement across all entry exams.

College faculty and staff now audition and interview more than 7,000 applicants per year, on the Boston campus and in more than 40 cities around the world. Now in its sixth year, virtually all enrolled students were auditioned prior to being accepted to Berklee. Greater efficiency will be looked for as the number of students auditioned continues to grow, and master's program auditions are introduced.

**Curriculum Review Initiative (CRI).** Until commencing the CRI in 2006, a comprehensive review of college curriculum had not been undertaken for many years. As a result of this thorough review, many changes were introduced to the curriculum, including the Artistry, Creativity, and Inquiry Seminar for first-year students; core curricula changes to ear training courses; the combination of arranging and theory courses into a single course; changes in counter-point curricula; a 50-minute private lesson; more than 11 different minor courses of study; and a professional development seminar. More than 40 new faculty members have been hired to accommodate these changes in the classroom. Continual evaluation is underway to measure the impact of these changes on student learning.

**Master's Programs.** Master's programs in contemporary studio performance; scoring for film, television, and video games; and global entertainment and music business will launch in September 2012 at the Berklee campus in Valencia, Spain. Careful review of enrollment in these programs will help shape plans for additional programs to offer, where best to present them (Boston, Valencia, or online), and the most effective time to introduce them. Valencia master's programs are accredited by NEASC and the accreditation process for Boston-based programs is underway.

**Campus Communications.** Rapid changes in communications technology impact the way people access and consume information, and this is especially true among creative college students who tend to be early adopters, and where mobile devices predominate. Social media is in wide use at Berklee with hundreds of student-created Facebook and Twitter groups. Maintaining open channels to students—as well as faculty and staff—in this shifting environment is critical, and will be continually monitored for effectiveness.

Open communication with parents is increasingly important as the cost of higher education and a trend toward deeper parent involvement bring them in closer contact than ever before. The college will undertake a coordinated effort to open and maintain effective channels of communication with parents.

There are also programs at the college that have been in place since prior to the creation of the vision for 2015 that will benefit from being viewed from a fresh perspective.

**Berklee International Network (BIN).** Since the 1990s, Berklee has maintained a relationship with schools across the globe that share the college's mission to prepare students for successful careers in contemporary music. BIN members have hosted auditions, developed articulation transfer agreements, hosted study-abroad students, and participated in annual summits about shared goals and values. In addition to BIN partners, the college maintains articulation relationships with several domestic

and Canadian community colleges. How these relationships can best contribute to a new college vision will be examined.

**Special Events.** The Berklee High School Jazz Festival, Rethink Music conference, Berklee BeanTown Jazz Festival, Cafe 939, and presence at major festivals such as South by Southwest and Lollapalooza are targeted ways to connect to the college's various audiences and build relationships that help support the college's goals. The institutional value of these programs in relation to resource investment will be weighed to keep them in balance.



## You Say You Want a Revolution: Planning Ahead

As a college of contemporary music, Berklee must look to the future for direction and inspiration. Over the next few years, the college will lay the groundwork for Berklee's next phase, in 2015 and beyond.

Board-level task forces have been formed to study the significant societal and economic issues impacting higher education and the music industry, and will help shape a vision for the quality and scope of Berklee's educational leadership in the future. Specific attention will be given to the affordability of a Berklee education, alumni engagement, curriculum development and technology strategy, career opportunities, and building and enhancing the reputation of the college. Bold thinking about these strategic issues will set the stage for the next revolution in contemporary music education.

**Affordability.** There is no question that higher education is expensive, and it is expensive to attend Berklee. In a climate of increased public scrutiny of higher education outcomes and financing, the cost structure of the institution, scholarship funding and management, financial aid policies, and scholarship awards will be examined. Creative thinking about alternative programs that might lower the total cost of a Berklee degree—such as online degrees, hybrid models, off-campus degree completion, transfer credits, and articulation agreements—will be considered to help Berklee continue to attract and enroll the best young musicians in the world.

**Advancing Curriculum/Technology.** The deep integration of technology and social connectivity into all aspects of artistic creation and communication pose challenges for curriculum development and technology strategy to keep apace, but create tremendous opportunity for new program development by institutions on the cutting edge of contemporary music education.

Berklee, with its history of program innovation—such as in-their-time groundbreaking electric guitar, songwriting, and film scoring programs—is well positioned to create programs to best prepare students for 21st century music careers.

**Alumni Engagement.** Alumni are Berklee’s best ambassadors and an invaluable resource for promoting the college and providing advice on program development and strategic direction. Programs and resources—including social networks and online resources—to better serve alumni and create a closer bond to the college will be examined and strategies devised to better engage alumni.

**Job Opportunities/Career Resources.** The ability of Berklee graduates to get jobs and succeed in life is a central measure of the value of a Berklee education. Working in a group setting, improvising, writing music, and performing foster collaboration and problem-solving skills that are highly valued in the 21st-century job market. A keen understanding of the job market and needed skills is essential to guiding strategy for career development for Berklee students.

**Reputation Building.** A college’s reputation is among its most valuable assets and is critical to sustained enrollment and advancement. Berklee is widely known and respected within the music education community and among prospective students in the U.S. and beyond—in Canada, Korea, Japan, Mexico, South America, and Western Europe—who are considering higher education in music. But Berklee is little known in emerging markets such as China and India, and has limited awareness among the general population. Expanding awareness of the value of a music education and building Berklee’s reputation in these broader markets will further establish Berklee’s leadership in contemporary music education.

## A Vision for Berklee College of Music in 2015

Berklee will be the world's leading institute of contemporary music. Attracting diverse and talented students passionate about careers in music, we will offer a relevant and distinctive curriculum in music and liberal arts. We will engage an unparalleled faculty of inspiring educators and cutting-edge industry professionals, provide state-of-the-art facilities for learning and living, and produce tomorrow's leaders of the global music community.

## Acknowledgements

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### **Strategy Steering Committee**

Carl Beatty, Janelle Browning, Chris Connors, Jeanine Cowen, and Tom Riley

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### **President's Council**

President: Roger H. Brown.

*President's Council:* Carl Beatty, Cindy Albert Link, Richard M. Hisey, David Mash, Lawrence J. Simpson, Lawrence E. Bethune, Mark Campbell, Deborah L. Cavalier, Guillermo Cisneros, Jeanine Cowen, Christine Connors, John Eldert Jay Kennedy, Amelia Koch, Tom Riley, Rob Rose, William Whitney, Scott V. Street, J. Curtis Warner Jr., Krystal Banfield, Damien Bracken, Camille Colatosti, Gary Haggerty, Darla S. Hanley, Kari Juusela, Matt Marvuglio, Carin Neurnberg, Greg Badolato, Jay Barnes, Rob Green, Rob Hayes, Anthony Marvuglio, and Marjorie O'Malley.

# THE CROSSROADS OF MUSIC

1. Complete strategic projects underway to achieve our vision for 2015.
2. Integrate projects that share common goals, technologies, and communities.
3. Assess and evaluate programs and initiatives for relevance to mission and vision.
4. Prepare the way for Berklee in 2015 and beyond with a new vision.

## **1. COME TOGETHER:**

### COMPLETE MAJOR INITIATIVES

- > 160 Massachusetts Avenue
- > Valencia Campus
- > Online Continuing Education Degrees
- > Comprehensive Enrollment Strategy

## **2. WE CAN WORK IT OUT:**

### INTEGRATE RESOURCES ACROSS PROGRAMS

- > Online Educational Delivery: Berkleemusic, Online On Campus, PULSE
- > Advising: peer, faculty, curriculum, career
- > External Communications Program: undergraduate, master's, summer, online
- > Capital Campaign
- > 160 Massachusetts Avenue and Global Campus
- > Web Service Platforms: [berklee.edu](http://berklee.edu), [berklee.net](http://berklee.net), student portal, learning management system (lms), [berkleemusic.com](http://berkleemusic.com)

## **3. SEE HOW THEY RUN:**

### ASSESS FOR RELEVANCE TO VISION

- > Audition and Interview
- > Curriculum Review Initiatives: online programs, minors, institutes, and curriculum changes
- > Master's Programs: identification of programs, assessment of student learning and success, and timetable

- > Campus Communications
- > Berklee International Network
- > Special Event Marketing: BHSJF, Berklee BeanTown Jazz Festival, Rethink Music, Cafe 939, SXSW

## **4. YOU SAY YOU WANT A REVOLUTION:**

### PLANNING AHEAD

- > Vision for 2015 and Beyond
- > Affordability: cost structure, educational value, financial aid, and scholarships
- > Advancing Curriculum/Technology
- > Alumni Engagement
- > Job Opportunities/Career Resources
- > Reputation Building



