

Berklee College of Music

1,000 Ideas

March 1999

Educational Issues

Master's degree/graduate program

1. Graduate school 7
2. Master's Program 6
3. Masters Program at Berklee 4
4. Expand master's degree programs 2
5. Graduate program—to address shortage of music educators
6. Establish a stand alone graduate school
7. teaching assistants for masters program
8. start a graduate program, research and teaching assistants

Preparatory program

9. Berklee prep - a school preparing students in music and English language 6
10. Berklee Prep program (use of internet) 5
11. Berklee Prep - bring language and other skills up to par before starting school 2
12. Alternative learning environment-prep. school - 2
13. Prep Program 2
14. Ill-prepared students
15. Berklee Prep - A kind of pre Berklee experience which teaches fundamentals in preparation for entrance
16. Correspondence courses
17. Improved access to preparation for Berklee
18. Berklee Prep- Summer Programs- weekend opportunity
19. Better preparatory materials and general education
20. If we admit unprepared students we much accommodate them with remedial prep courses
21. Preparatory program for musically challenged students
22. Language prep program in US before starting Berklee
23. Preliminary prep. especially for International students
24. Remedial program for students not previously trained adequately in music in order to have more success in Berklee courses
25. Preparation for foreign students in American terms and hands on using the computer
26. Pre-Berklee program
27. Prep Department
28. Better and more ESL education opportunities
29. Freshman developmental education component
30. Language prep program in US before Berklee (not just Language)
31. Have music theory taught in Remedial Prep. classes as prerequisite all in 1 course
32. A prep program: a one year program or night program (this has been proven to be very effective at other institutions)
33. Take responsibility for students that are not prepared with their instrument and music education.
34. There is often a lack of English proficiency among international students, sometimes persisting through graduation. Within BIN we should work on ways to help students achieve better competence in English.
35. Need to address this more - English as a second language course is not as effective as it should be.
36. Make entering students more aware of what they should have covered in learning materials before Berklee—right now, there are learning gaps in many basic areas and faculty end up having to bring them up to par.
37. Many students with language problems, mostly the first 2 and 3 semesters of entering students.

38.	Quality and literacy of students needs improving.		
39.	Students better prepared for math, writing, and computers so they can take full advantage of our		courses
Internships			
40.	Internship Requirement	8	
41.	Internships/ residencies both on and off campus	3	
42.	Post Berklee mentoring program		
43.	Outreach to potential employers/ musical environments, for our graduates		
44.	Increased Internship program		
45.	Job placement in general		
46.	Expanding career networks, internships		
47.	Seek more corporate partnerships which provide employment channels for graduates.	4	
48.	Increased Internship program		
49.	Outreach to potential employers/ musical environments		
50.	Relationships with record companies, internships		
51.	Become the farm system for the industry just as the major college teams are for pro teams, some MBA		programs
52.	Relationship w/ industry, mid level management, tell us what you want		
53.	Job shadowing community connection program	4	
54.	Stronger focus on internships		
55.	Opportunities for Berklee students to gain employment		
56.	Apprentice Programs		
57.	Cooperative-style work/credit requirement		
58.	Employer recruitment program - companies come in to hire		
59.	More industry networking a la Nashville songwriting conference		
60.	More internal experiential education - like in the box office and crew - work study regulations can be too for some on site training (crew). Not enough hours permitted per week.		restricting
61.	More internship opportunities		
62.	More practical experience outside of playing music, internships, workstudy		
63.	Stronger internships (not just MP&E with the good industry contacts). More connections to the music placement, introductions.		industry, job
64.	More real world experience		
65.	School to work transition, job placement		
66.	Coop program (like northeastern)-apprenticeship		
67.	Music business student can intern for professors w music projects		
68.	Job Placement (Berklee's Help)		
Private lessons			
69.	Full one hour private lessons for everyone	7	
70.	Longer private lessons		
71.	Longer private instruction time-better relations between student and teacher		
72.	More Private Lesson time		
73.	40 or 45 minute lessons		
74.	Hourly private lessons	2	
75.	Higher standards for entrance auditions		
76.	One hour long private lessons		
Admissions standards			
77.	Higher standards of entering students	10	
78.	Higher admissions standards, musical and academic	6	
79.	Raise student entrance requirements for basic music skills and use of English	4	
80.	Admission requirement more strict	2	
81.	Admissions: tape auditions required for all students	2	

82. Rethink Admissions policy/procedures
83. More stringent entrance requirements for students
84. Higher admissions Standards
85. Higher standards for entering students
86. Quality of Entering Students - rethink admissions requirements, auditions for all new students
87. Admission exam
88. Higher entry requirement for students, especially re: written and quantitative skills
89. Using faculty & chair musicians to evaluate admissions applications
90. Auditions for all students/Focus recruitment on quality rather than quantity
91. General Admissions (or Assessment) exam
92. 20 minute tape from students as audition, will make Berklee look better to parents, etc. and to other academic institutions for purposes of
93. Admissions: increase or heighten standards (including higher academic standards)., Different standards for different majors (e.g., Music bus., major, music therapy).
94. Admissions standards for ALL potential students: Tapes to be listened to by better students in a dept. (work/ study) and the better tapes sent up to faculty and chair evaluations.
95. Level of Students must be brought higher - audition tape
96. Ethical issue- faculty weed out poor students, not admissions- it affects student's life- the money spent- student could be trying but not skilled enough
97. Higher Admission Policy & Grading Standards- to avoid overpopulation
98. Higher Admission Standards: Audition &/or interview
99. More research/verification on the quality/ability of students (in the application)
100. Uniform and clear admission musical standard
101. Ear training test before admission
102. Live audition for students (search for talent)
103. A way for people to take an entrance test anywhere in the world-live and/or satellite
104. Have a way to balance size of student body and standards for the school
105. An entire week of evaluations where students are really evaluated and tested on their abilities. Few exceptions to the rules. This would reduce the Add/Drop period.
106. TOEFL

Orchestra

107. Symphony Orchestra 7
108. Berklee Orchestra - reading students works 2
109. Berklee scholarship orchestra 6
110. Berklee recording orchestra (for real)
111. Orchestra program
112. Recording Orchestra
113. Large Ensemble - Orchestra Setting

Faculty

114. Keeping strong faculty
115. Attracting super-star faculty in emerging fields
116. Release time can enhance faculty performance and college service
117. Faculty teaching profiles broader, more balanced - curriculum integration
118. Faculty should be responsible for curriculum
119. Attract more diverse nationally recognized practicing musicians to faculty
120. Valuable faculty will always be part time.
121. More full-time faculty (from part-time)
122. Faculty work to strengths
123. Faculty need to reteach ourselves
124. More support for independent research of faculty and students
125. Support of faculty projects should be a priority for the administration

- 126. Need more variety in a teacher's schedule day to day.
- 127. Videotaping of classes for feedback or teaching methods
- 128. Review the effectiveness of shared governance at Berklee
- 129. Decrease in contract hour
- 130. Faculty tutors to improve the mentoring relationship
- 131. A happy faculty is a productive faculty
- 132. It should be noted that faculty love teaching at Berklee but they feel that they are taken for granted and exploited.

Continuing education

- 133. Department for Adult Ed. and community ed.
- 134. Community continuing education
- 135. Continuing ed. community school
- 136. Offer adult education or evening classes for community outreach
- 137. Extension classes
- 138. Providing an opportunity for members of the public school teaching force & other older adults to take the college through a night school program courses at
- 139. Develop continuing education component as vessel for community service extension classes
- 140. Older students, admit non-musicians
- 141. Correspondence courses (which had existed at Berklee) Could a like course exist using the internet be help prepare potential Berklee students? created to
- 142. A building or section of a building, dedicated to continuing Ed, Prep Program, adult education)
- 143. Continuing ed: Grand Parents day, Intergenerational work, Elder Hostel, Adult Learners night course
- 144. Make classes more accessible to Boston middle-class kids
- 145. Make classes more accessible to professional musicians (night &/ or weekend classes)

Interdisciplinary/integrated curriculum

- 146. Departmental integration
- 147. More communication between departments 4
- 148. More cross departmental exchange e.g. performance an Gen. ed.
- 149. More interaction among courses
- 150. More of a collaboration between depts at Berklee, and Berklee in conjunction with other colleges, i.e. Film dept. with Film dept. at Emerson Scoring
- 151. Creation of an interdisciplinary communicative learning environment
- 152. Students from one major are more involved (possibly are required to be involved) with students of other majors
- 153. More inter-divisional projects & support
- 154. Revamped curriculum (cross departmental classes)
- 155. Interdisciplinary, holistic, practical
- 156. Interdisciplinary nature
- 157. Need for overall curriculum coordination
- 158. Need to better coordinate courses between depts.
- 159. Interconnection of different departments
- 160. Cross Pollenization
- 161. Combine Disciplines/ Course presentation - context of information
- 162. Berklee Institute for Interdepartmental study (archival materials)
- 163. More cross or interdepartmental activity rather than more compartmentalization
- 164. A stronger emphasis on well rounded learning
- 165. Holistic interdisciplinary, release time for faculty projects, life skills
- 166. Integrated Departments- approach to teaching music
- 167. More interdisciplinary opportunities
- 168. Collaboration within performance division

“Real world” skills

169. More emphasis on business skill for all majors
170. Accounting/Management
171. Client Interaction
172. Entrepreneurship
173. Marketing
174. Sales Tax Collection (For Indie labels)
175. Legal Training (esp. for composers)
176. Home CD Production
177. Copyright Issues
178. More MP&E Classes for all majors
179. How to Communicate in studio
180. How to package music
181. Basic Skills- Writing (letters)
182. Preparation for Vocalists in the Real World
183. Artist Development (Marketing Self)

General

184. 3 Credit classes, no 2 credit - increased contact between stud/fac - better focus
185. Permanent or Honors Ensembles
186. Lead teacher model within departments
187. Required music business class
188. Offer BA. or BS. in Music Business - other majors?
189. Providing more positive musical experiences
190. Broader curriculum
191. Freshman Academy - Developmental Component
192. Educate students and faculty as to one true meaning of grading system (A-F) such that “C” means “average” rather than “failure”
193. Focus on basic communication skills for students
194. More international focus on music
195. Chairs should be consulted regarding major curriculum changes
196. Broaden performance curriculum and better address “style”
197. Address instrument imbalance
198. Smaller Classes
199. Teaching occurs outside classroom (in field, in real settings)
200. Private instruction in composition
201. Ensembles available for conductors and composers in order to fine tune their craft
202. Historical and cultural inclusion when teaching various musical idioms (as background material to music)
203. Contemporary music needs to study and include traditional music
204. Informal graduated level materials for reading music to increase proficiency without grading
205. World music dept.
206. Music terminology dictionary in all foreign languages
207. Major in music journalism
208. More efforts towards instrumental balance
209. Recruitment of Orchestral Players
210. Focus on Basics
211. Lighten workload for students
212. Holistic view of student/Educated person, citizen of world
213. Improve First semester experience/Re-evaluate non-music classes
214. Too many courses
215. More idiom/styles

216.	Expand curriculum to include all contemporary music/To redefine “contemporary music		
217.	Redesigning a considerable amount of curriculum to keep up with needs in the future		
218.	Leaner curriculum		
219.	MB/M students to have a chance to book major acts in the BPC		
220.	Clearer learning objectives		
221.	Quality/Concise methods		
222.	Getting the whole Berklee community involved with Heavy Rotation records (MP&E, PPD)		
223.	More opportunities for performance (for writers too). Publicly accessible.		
224.	Classes with out limitations; subject matter should be more inclusive of many areas of music (not just ear arranging, harmony etc.)	2	training,
225.	Develop high standards and quality outcomes for serious students	2	
226.	Create accelerated dual major programs to be completed in four years.	5	
227.	Extended accreditation beyond B.M. et Bus. Admin, Science, Liberal arts		
228.	Broaden student base to include non-musicians		
229.	Condensed course offerings		
230.	Creation of World Music department		
231.	Redefine our Outlook on teaching/Broader Approach		
232.	Informal, Non Graded Forums for Student to Read Music Together Berklee Orchestra		
233.	More Directed Study Programs		
234.	Openness and awareness of diversity of musical styles		
235.	More credit hours per course, esp heavy writing courses		
236.	More activity in the school after hours		
237.	Large room/students playing every night		
238.	Having a curriculum which allows a student to travel/live in a country depending on their major to absorb music		indigenous
239.	Ensembles (Contemporary Symphony., Contemporary. Chamber Symphony) playing 20th Cent. composers student compositions.		and
240.	Innovative ways of teaching and learning.		
242.	Guitar: more ensembles which utilize written - fully notated music - possibly a commission or scholarship written for a guitarist - more ways for faculty to share ideas.		piece
243.	Library - More effective		
244.	Library - building book ownings		
245.	Library - have all texts used on campus		
246.	Education for the whole person		
247.	More regular classes English, Math, History Perf/Gen. Ed. should talk to each other		
248.	More Dancing/regular course in body movements		
249.	EXAMS should be taken seriously, longer, intense, formal		
250.	Essay writing		
251.	Music is constantly evolving and we must adjust our curriculum to remain current.		
252.	We must teach musical craft, as well as art, in order to give our students a chance to earn a living in music professions.		related
253.	We must maintain musical tradition while remaining on the cutting edge of today’s musical styles.		
254.	Form faculty committees to study the latest recorded releases in order to find appropriate new music to curriculum.		add to the
255.	Create pilot courses to test new curriculum.		
256.	After evaluating the courses for content and relevance, we should investigate what would be needed in equipment, faculty training and workbooks. Courses could then be implemented.		terms of
257.	Include pop/rock examples and exercises in text books which are already in use.		
258.	Apply the same rigor to pop/rock curriculum as we have to jazz, while at the same time making it accessible students.		to the
259.	Berklee should make an attempt to foster better understanding of international geography, cultural languages, etc.		differences,

260. As teachers with a world view, we must be aware of who we are teaching and develop a certain suppleness in order to see and treat different problems. Berklee, as an acknowledged leader in education, might take knowledge and experience from the collective BIN group and integrate those ideas into a massive curriculum for use in the network.
261. Berklee/BIN exchanges, or exchanges between two BIN schools without Berklee, could involve experts in specific disciplines being exchanged for the purpose of enhancing curriculum. For instance a specialist in hand percussion from one BIN school could visit another BIN school for the purpose of enhancing that school's arranging, percussion or world music curriculum. These specialists could offer clinics or other staged events at the host school.
262. A continual evolving curriculum that emphasizes the future while using solid educational techniques of the present past and
263. Berklee makes more a commitment to equalize students past experiences, in terms of reading, writing, technology etc access to
264. Better balance of academic atmosphere and music
265. Better leveling of HR 011/ET 011/PW 010 sections
266. Bigger variety of instruments - dulcimer (bagpipe)- other instruments from World music
267. Courses of musical substance continue to be dropped and politically correct, fad 90's courses thrive
268. Easier access to studio time at Berklee 2
269. More credits issued by depts, less college wide requirements
270. More emphasis on undergrad English, writing, and math skills
271. More grand pianos
272. Need more outside players so that students can hear live versions.
273. Not enough project bands and now not do-able to have proper instrumentation because not enough of the right players.
274. Performers - lack of stage presence. College doesn't seem to be addressing how to complete the total education. How to they perform for a live audience -vs- for a camera. Classes in the student performers business side of presentation, packaging, neede
275. Philosophy of music course, students are required to take to really look at a larger perspective of why they are here
276. Should be inspiring, broadening, provocative
277. Should be more playing of music in classes.
278. Stronger inclusion of "classical" music, instrumentation, composition, etc.
279. Teaching students assistants
280. Teaching- new teachers should not be learning on the job, more outside preparation before they begin teaching
281. More well rounded students graduating
282. Avenue for diversity of talent to be exposed to each other more
283. More acoustic basses
284. Understanding of Multimedia
285. Ratings problems
286. Increase literacy
287. Smaller classes and more faculty
288. Video Game Music
289. Repairing Instruments
290. Computer Software & Musician - How does it link
291. More emphasis on business skill for all majors

Scholarships/tuition/financial aid

292. Make Berklee more affordable 9
293. Lower Tuition/much more scholarship money 3
294. More money for students 3
295. More money for student's scholarships 9
296. Scholarship for Academic Excellence 2
297. Financial aid in addition to scholarships.
298. More scholarship funds.

299. More and better scholarship opportunities; BEST scholarship dependent on tape & little guidance was available; feel that middle income students left out; this ties into or could tie into
300. Increase of tuition without warning
301. Outreach programs in other regional areas. 8
302. Initiate a campaign to broaden and deepen the financial aid/ scholarship/ grant program. 9
303. Workstudy compensation both to students & taken off tuition
304. Make Berklee Education affordable/accessible to more talented students
305. Financial aid for deserving students
306. Scholarships for entering students which recognize academic criteria
307. Change scholarship policy to incorporate tuition and living expenses
308. Making Berklee more affordable for students
309. Talented students more able financially attend Berklee
310. More money for students/ endowments etc.
311. Scholarships for academic excellence rather than musical or only musical excellence.
312. Increased financial aid/scholarships - more funding available
313. More financial aid so students have to work less so they can't interact and learn more.
314. More Scholarship for International Students
315. Clear goals - information sharing.
316. Endowments to provide funds for all students to receive an education
317. Funds available for students to pay for classroom materials
318. Less talent scholarships, more need based scholarships
319. Better understanding of the difference between aid & scholarship
320. Financial aid for international students
321. More scholarships for students who really need them.

Student experience

Student advising

322. Student advising
323. Student Advising center
324. Use mentors and all college faculty advisors
325. Help students develop their career plans
326. Student Advisory Line (How do you register? etc) 2
327. Student advocates (to help newer students)
328. Advising could be more readily available; assign upper class men to groups of freshmen to be there to answer questions tell people where to go for info etc...
329. Guidance/ big bro, big sis: Advisor mentor program 1 on 1 - Full Time
330. Student advising (more, better, solid)
331. Student advising by faculty and peers
332. Faculty advisors 3
333. Assigned advisors for students
334. Student advisors for freshmen
335. Greater Connectivity - Advisors
336. Full Time Student Advisors in Each Department
337. More Advising - personal - student/faculty
338. Solid Counseling so students can get help figuring out their academic life
339. Career building - Are performers really being prepared for a career? Some faculty seem to be in competition with students. More "modeling" needed from teachers to show students how to perform, contact industry people, etc.
340. Meet with incoming students, mandatory advising
341. More advisors, and more personal followup for students
342. Personal tutors- personal advisement on career & courses

- 343. Program board, funded by tuition, radio station, mandatory advising by departments
- 344. Student counselors/advisors in each dept. 2
- 345. Students need advisors (mentors)

Faculty interaction

- 346. Monthly faculty/student meeting
- 347. Communication time for student/faculty
- 348. Better Student Faculty communication
- 349. Strengthened student faculty relationship (extend that to staff/administration & faculty)
- 350. Input into departmental policies
- 351. Involve faculty more in student orientation (make them feel welcome)
- 352. Faculty - Student interaction area
- 353. Chances for students to gather, talk, discuss interests also for students and faculty
- 354. Faculty/student interaction (more!)
- 355. More opportunities to interact with students
- 356. Large accessible faculty and separate student lounge?

International students

- 357. When international students first arrive at Berklee, they often have problems with technical English. In meet the needs of these students, Berklee should offer a mentoring program that would pair an international student with a newly arrived student from the same country. The veteran the new student during his/her initial Berklee experiences. order upper semester student would assist
- 358. We need to find ways to insure that the culture shock felt by international students does not become a experience. negative
- 359. When a BIN student transfers to Berklee to pursue his degree, it represents the fulfillment of a life-long Berklee must always be aware of this and move to address their specific needs. dream.
- 360. To attend Berklee is a major financial challenge for international students.
- 361. International students normally pay very little tuition for an education in their own countries. Parents have not planned for college tuition as a part of their personal financial management. probably
- 362. Admissions/enrollment staff should be aware of the ongoing BIN agreements so that they can facilitate the registration process of transferring BIN students.
- 363. A committee of international students could be created to act as a support system for fellow students and insight to administrative planners. provide
- 364. An International Student Office (ISO) could be created at Berklee to work specifically with international who at this time represent 40% of the student body. Berklee could pay more attention to the international students as they arrive in Boston, perhaps arranging transportation for them from the airport to Berklee. The ISO would be charged with contacting international students and arranging to pick them up at the airport at designated times during registration week.
- 365. Make dormitories, facilities and services available for international students during American holidays and vacations. school
- 366. The Berklee environment should be as friendly and supportive as possible to international students, contributing their special attributes to the Berklee community. encouraging them to
- 367. For international students, a much better information pipeline for students who need to know about visas
- 368. Headphone translation for non English speaking students, like the UN has
- 369. International department

Retention/graduation

- 370. Graduates all prepared 8
- 371. More students who graduate
- 372. Student retention - more focus on keeping the students we have

General

- 373. More interaction between international and American students (social and music wise)
- 374. Proper information access and timely support mechanisms
- 375. Longer student orientations (camping trip)
- 376. Student "one-stop shopping" for information/answers
- 377. Longer Orientation

378. More information about getting financial aid
379. Developing the skills of a successful entrepreneur (the student balance - work and play)
380. More input from students for commencement speakers
381. More support for continuing students
382. More opportunity for students without ratings to play
383. Student Advocate
384. Master calendar for students, or access to present calendar
385. Better housing opportunities for off campus students
386. Research Sponsorships and grants making Berklee affordable to a wide range of students
387. International Student Orientation
388. Student course loads are currently too heavy - few classes per term = higher quality of education
389. True, effective, autonomous student voice
390. Stronger confidence and input/response to student ideas
391. More interaction between students (less micro-groups)
392. Make schedules more realistic 3
393. Need a First year orientation program/Depersonalization! students don't know their peers or teachers
394. Allow part-time study during Fall & Spring semesters
395. Systems to eliminate so much shuffling of students from one office to another-
396. Smaller groups of students per class
397. Increased community service
398. Higher student standards
399. Students should not have to miss class to register 3
400. More student mentoring 2
401. Provide more help finding parking (long-term, for students).
402. Meet international students at the airport
403. Formalize networking process for students
404. Central Director of Student Needs - Greater awareness of Available service
405. Student advisory line
406. Student advocates (to help students w/ registration)
407. 24 hour facilities
408. Budget for a concert, students book and promote themselves, program board
409. Create anxiety moving equipment- luggage up & down stairs
410. Get constant influx of student ideas
411. Have the president be around more students- be more direct voice to Administration, e.g.. the president
412. More international students
413. More students involved with other students in different departments
414. Need more support groups -
415. New place for Cafe Shows- a new venue for entertainment- 1pm
416. Support from administration to view the newspaper as a voice
417. Better communicate policies for registering to students
418. Buddy system w/ older students to show new students the ropes
419. Have liaison between students/artists and administrators- some sort of negotiator/mediator
more coordinated communication (across student services & between departments) regarding orientation & in
general on a regular basis
420. Workstudy eligibility- student employment guidelines- reassess & consider international students
421. More student run initiatives
422. Get classes together on a social level (students are too isolated). this would help in facilitating ensembles outside of
the school day.
423. Discrepancy between private lesson start time and end of classes. They just don't coincide and students have to
leave classes early in order to get to them.
424. Encourage more professional musicians to come as students

425. Student evaluations -What's really done with them?
426. Pre-Registration should not be during class time and certainly not the week before finals; suggestion of weekends nights or
427. Classes that meet only once a week on Monday have less class because classes because classes start on a Tuesday and the beginning of each semester.
428. There is no difference between giving a makeup midterm and a makeup final. Changes should be the same and maybe a bit heftier so that students would think twice about

Diversity

Women at Berklee

429. More women administrators
430. More women in all areas and levels
431. More women faculty
432. Increasing scholarship to improve diversity
433. More women at Berklee 3
434. More women in key positions (faculty/ admin) role models for female students 2
435. More Female students faculty admin. 3
436. More women on campus 3
437. Recruit women and minorities 2
438. Gender equality
439. More groups for women, not just women in music but women in general- right now there is only 20% of the population at Berklee that are women- we
440. More women students and faculty
441. Need more female students to get musical input from females.
442. Way more women and students of color

Diversity issues at partner schools

443. Each BIN member draws students from a region. That region sometimes includes different countries and all BIN schools must respond to issues of diversity. therefore
444. The establishment of international clubs at all BIN schools could help students to acclimate themselves to the host country's culture. However the panel expressed some concerns: the host
- Clubs could foster "cliqueism".
- An important reason to study in any country is to mingle with the people of that culture as well as other international students who are present in the host country.
- Clubs could limit an international student's exposure to that country's culture, its students or to other international students who are studying in the host country.
445. Diversity Committees comprised of teachers, administrative staff and students should be formed at the schools in order to foster communication about such issues as gender, race, culture, individual BIN challenges, learning disabilities, and musical diversity. ethnicity, physical
446. In terms of musical diversity, students should be encouraged to study the indigenous instruments and music of their own culture giving them something to share when they arrive at Berklee. Berklee could think of curricular ways to utilize the skills of those international students who play traditional instruments.

Other diversity issues

447. Clearly Defined & Executed Diversity commitment 2
448. Building the feeling of community - true respect of all cultures
449. Support mechanisms for special needs (students and faculty)
450. Opportunities for faculty training for special needs students i.e.: blind students/ how to accommodate?
451. True commitment to diversity - more discussion, training, sensitivity
452. Support mechanisms for special needs
453. Some basic cultural norms could be discussed with teachers in BIN institutions to increase Berklee faculty awareness and sensitivity towards diverse students. This would improve the understanding of many common behaviors attributable to culture and place them into context for teachers and administrators.
454. Berklee is now the major international institution of contemporary music. As such, it should provide information and instruction to its students about cultural diversity, as well as the geographic location of countries who are represented in its student population. This could be accomplished during orientation programs.

455. B erklee could lead in the area of providing workbooks in Braille for the visually impaired.
456. Address the problems of the hearing impaired from both the physical and musical perspective (Ear Training, Music Therapy). Music
457. Assistance for blind students- mobility w/ease
458. Deal with the diversity skills
459. Eliminate sexism, racism, ...ism- zero tolerance
460. Handicap accessibility in all buildings 2
461. Organization helping disabled students at our school
462. Physical difference- handicap accessibility
463. Student communications, opening the lines of diversity- classes where students must learn about differences in cultures/gender, to communicate/relate better
464. Teaching differences in students- men vs. women, international students, handicapped students - teachers really aren't prepared enough
465. Teaching- sexism, favoritism (both ways); how to approach that- what can students do, that will not jeopardize their future 2
466. More students of color engaged in philanthropic activities
467. Sexual harassment/gender harassment seen as human issue- not political
468. Improve the racial demographics because they aren't representative of Boston or the United States

Alumni

469. Support alumni with job searches
470. Bring alumni into the fold
471. Build alumni ties
472. Alumni cultivation and support
473. Alumni relationship building
474. Increasing alumni participation
475. Alumni Network
476. Identify, motivate, engage alumni
477. Alumni- self determination of dept. to outside
478. More communication w/alums via net
479. Post Berklee mentoring program
480. Post Grad Assistance
481. More communication traffic w/ alums via the net
482. More communication w/alums via net/FM radio station
483. Expanding career networks, internships, alumni connections
484. Stronger Communication with alumni
485. Berklee fund entrepreneurial opportunities for students/ early alums
486. Keep track of alums/ strengthen base w/alums
487. Keep alums in the loop
488. Berklee paid reps. in BCLA needed in New York, Nashville, possibly Chicago (key music cities)
489. Ask an independent group of successful ex-students to assess the curriculum for the contributions it made to their success. Conversely, students who felt that the curriculum had inadequately prepared them could be asked to express their views on making it better.
490. Sponsorship of Alumni to touring recording- putting Berklee's name forward

Internal communications

491. Improve communications 2
492. Listen! The ideas have been here all along 4
493. Less negativity and cynicism 6
494. Open communication at all levels, more involvement of faculty in governance 3
495. Monthly faculty/management meeting 3
496. Better communication between/ among constituencies 2

497. Identification and elimination of the chasm between Sr.. execs and faculty/chairs caused by anger and resentment	2	
498. Trust in our leadership so we know that our ideas like these are honestly being considered.		
499. Campus wide communication		
500. Administration should actually listen and respond to students and faculty		
501. Increased communication/ listening		
502. Improved level of trust respect, communication between faculty and admin. Make this real!		
503. Communicate the notion that ideas are generated from the bottom up and that they will be responded to administration; more horizontal less vertical; less top down directives		by upper
504. Better communication between all areas		
505. Communications Process: help eliminate frustration/ futility by feedback structure that allows open assures timely responses		suggestion and
506. Better attention/ communication within the college		
507. Improved communications; admin., staff, faculty		
508. Better communication among the college community		
509. Better communication among administrators at the college		
510. The generation of a more collegiate environment should be a matter of policy		
511. Communication between leadership and rest of the college		
512. Town meeting including distribution of minutes from the Pres. Cabinet, Council and Trustee mtgs.		
513. Mutual respect and trust		
514. Community Feel - Break barriers between faculty/students/admin.		
515. Communication between all levels of the college		
516. Respect across the board! administration, faculty, students		
517. More cross functional activities/ communication between admin, staff and faculty and Sr.. execs.	2	
518. Central newsletter	4	
519. School wide newspaper (replacing all of the newsletters)		
520. Open, participatory		
521. Advocacy/Support/Accountability/Need a way to recognize skills other than performance/Academic based scholarships		
522. Need governance- true governance.		
523. Communication uses the worst of technology- impersonal		
524. Inter-department contact		
525. Hand held device allowing students and faculty to get minute to minute updates and info		
526. Picture in our phone book		
527. Student & faculty directory distributed		
528. Less vertical, more horizontal/Network that works		
529. Need more within the college from bottom up as well as from the top down- with reasons specified		
530. More dedicated gatherings & events to foster intra-divisional communication		
531. More face to face contact, less email		
532. Change in hierarchical culture		
533. Centralize information		
534. Increased inter-dept./ divisional communication		
535. More horizontal relationships...less vertical	3	
536. More frequent meetings like this one (monthly basis?)	3	
537. Let's have town meetings within Berklee	2	
538. Model Today's event- identify small groups for mutual support & connection		
539. Structured ways of communicating across the college, establishing priorities and implementing mutually initiatives.		values
540. Master Calendar		
541. Online suggestions box		
542. 7 days for administration to respond to ideas generated from various constituencies		

543. Create a more positive participatory community through the type of activity we are experiencing today.
544. Admin. (esp) and faculty actually listen to 'criticism' and/or 'relearn'/remember what it's like to be a student (no matter what age) 2
545. Better relations, faculty/admin/'higher ups'
546. Communication- a better way of letting people know of any upcoming event within the school- no more posted everywhere flyers
547. Effective communication between all parts of school
548. Improved communication between college depts/ functions/divisions, etc. 3
549. Make it ridiculously easy for students to give feedback
550. Management: open lines
551. More direct contact between higher admin. & students
552. More of a 'campus' feel
553. More social community building
554. Reinforce the Berklee family culture
555. Reinstate convocations/open forums to facilitate communication
556. Revise the political structure of school- change from hierarchical to a more integrated, flat operation
557. Communication between all areas so that the whole college moves forward as one unit.
558. More communication within college - breakdown of social status, more mixing of employees of all levels.
559. Communication and technology - everyone working for the goal together
560. More communication between frontline & departments
561. Simplify communication channels, email voice mail etc
562. Why does Berklee have to hire a facilitator to listen to faculty wants, needs and concerns? Why can't themselves? they just listen
563. Improve communication between administration and chairs
564. We have great ideas but no one is listening
565. Is this a real, sincere attempt for change to occur or some kind of perfunctory, condescending lip service?
566. Better horizontal communication
567. Faculty resolution process where faculty sign onto a committee for specific issues
568. Better interdepartmental communication
569. Better communication between administration and faculty.

External communication

Berklee Press

570. Expanded Berklee Press 5
571. Berklee Press book/video/ records/ on line 2
572. Grow Berklee Press - it is an ideal way to promote the college and its programs 4
573. Vehicle for being published
574. Develop the "Berklee-band-in-a-box"

Berklee International Network

575. World-wide, there is not just one music industry but many which are divided by nation, language, culture, and industrial factors. Many performers, composers, educators and producers will find employment different areas from those in which they were trained. As Berklee can inform the BIN music industry in the USA, so can the BIN partners inform Berklee and each other about their respective countries and regions. tradition as professionals in partners about the the music industry in
576. Organizations like the Deutscher Rock & Pop Musikerverband E.V. in Germany, an association in which 30,000 individual musicians and bands are organized, could be contacted to forge stronger links to the music organizations in other BIN regions could be approached in the same way. industry. Similar
577. The BIN should be a highly visible participant at music fairs worldwide.
578. Together, Berklee and its partner schools could approach music manufacturers for equipment donations and sponsorship of events. For the manufacturers, we could offer worldwide marketing possibilities through the network. activities of our

579. Consider the creation of annual week long events held at BIN campuses that define and accentuate the BIN relationship. These events could be called “Berklee Week” in Freiburg, Athens, etc. “Berklee Week” activities could include the following:

- Faculty exchanges.
- Student exchanges.
- Panel discussions on educational matters.
- Joint concerts, clinics, etc.
- Bring together music industry, cultural, academic, political, industrial figures for interactive discussions.
- Support the serious nature of music studies, such as practice, study, and academic achievement.

580. Musical exchange with international partners

581. Berklee is currently in the center of communications with the BIN Schools- trying to encourage the schools to communicate with each other- web site in future to facilitate this.

582. Study abroad at BIN schools?

Collaboration/partnership

- 583. Corporate ties and support
- 584. Corporate tie-ins
- 585. Establish mutually profitable relationships w/Microsoft, IBM, Yamaha
- 586. More communication with other music schools in different states of the country
- 587. Collaboration with other institutions
- 588. Expand community and business relationships
- 589. Collaborate with BSO
- 590. Strategic alliances to share/ adopt new ideas
- 591. Shared resource with other schools
- 592. Connection to the arts high school in the Fenway

General

- 593. Improved access to Berklee name in and out of Berklee
- 594. College marketing which emphasizes the breadth of learning programs available
- 595. Role model for the music industry- don't just respond to perceptions of what's out there
- 596. Make Berklee 'top of mind' education institution.. (visual marketing)
- 597. Better fund raising image 3
- 598. More bands traveling to recruit students (Berklee charts)
- 599. Inform the public in USA- outreach
- 600. More consumer commercial visibility
- 601. Higher visibility within music industry and more proactive role in the industry
- 602. More of a need to reach new types of students
- 603. Brand building 4
- 604. Sponsor a musician and follow their learning and career closely, 5 years?
- 605. Berklee around the globe; increase tour sites
- 606. Saturday concerts/clinics of Berklee students to broadcast internationally
- 607. World wide major gift fundraising
- 608. More honest advertising on what to expect from Berklee 8
- 609. Do more with radio and television
- 610. Make Berklee “top of mind” educational institutional (i.e. marketing)
- 611. Better communication of school and programs beyond U.S.. border
- 612. Promote flexibility of Berklee programs to prospective students
- 613. Better work going out and finding grant money/\$ looking to be spent well in arts and education
- 614. A public TV. show featuring Berklee (marketing campaign) which show Berklee's breadth)
- 615. Changing Image - Berklee should not be viewed as just “connections” or one year/semester inst.

616. All Star Band- Student musicians representing Berklee and international partners all over the world. Could bring Berklee students to do sound, lighting, stage, etc. (Berklee record deal- BMG- good with 1st interested in another) possibly Berklee CD-

- 617. Are we doing the most we can to get our students in the public eye? Work with local clubs to get our students on stage on off nights.
- 618. Be recognized leader in state of the art technology
- 619. Berklee tours in Africa
- 620. Better Association between Boston Conservatory & NEC to allow students' pieces to be performed (more access)
- 621. Electronic billboard, higher quality signage on street
- 622. Get students more nation and international performance exposure
- 623. Make the industry more aware of Berklee and its programs, integrate better
- 624. More integration with Boston community
- 625. The Rising Star Club: five years in future - make it a real place where we showcase our students.
- 626. Add Berklee name to Auditorium T name
- 627. More physical locations- full facility in LA & Japan, running out of space in Boston overcrowding), increased global demand
- 628. Treat "Jazz for Dummies" as a valid idea
- 629. Berklee in LA, NY, Memphis, France-more satellites
- 630. Interactive tour of the school
- 631. There is a need to find and train high school educators so that they can work effectively with non-performing students at the high school level
- 632. Focus on early education—research exposure to music and intellectual growth
- 633. Focus on domestic enrollment especially in Massachusetts
- 634. Educate kids better on what is good music

Internet/distance learning

- 635. Distance Learning 2
- 636. Web affect on music and learning
- 637. Do more with the internet: services, information access, course materials, etc.
- 638. Video lecture between foreign country
- 639. Distance learning new modes for distributing music via the web
- 640. Pioneer emerging technology for broadcasting
- 641. Internet issues (internet radio)
- 642. Open the walls electronically, distance ed. 3
- 643. Web/internet advances
- 644. Establish leadership of music education in cyberspace
- 645. Dramatically increase Berklee's presence on the web
- 646. Distance learning facility
- 647. Use of technology to expand on Berklee's reputation
- 648. Distance learning and pay per view classes
- 649. Internet radio station- student run
- 650. Web information on each area of the college
- 651. Long distance visiting experts-video conferencing -la recording session brought in (distance learning)
- 652. Online education vs hands-on
- 653. Distance learning/globally networked
- 654. Global scope of Berk lees private network
- 655. Strategic issue of incorporation web content-information
- 656. Teaching from home w/videoconferencing
- 657. Broadcasting-radio, internet, satellite
- 658. A virtual version of everything-night club -ensembles etc- fakebook
- 659. "Audio on the Internet"
- 660. Distance Collaboration
- 661. Visiting Artists - Through Internet

New opportunities

Radio station

662.	Berklee Radio station (celebrity guests, announcements, fac/stud. music)	6	
663.	Radio station	4	
664.	Radio station, student run	2	
665.	Berklee Radio Network, WBRN		
666.	Radio station, bigger student union		
667.	Student Center (radio station, guidance, hang out)		
668.	WBRN - Berklee Radio Network		
669.	Berklee student radio station		
670.	Student run concert promotion/radio station- good experience for students, experiential studies, promote name.		Berklee

General

671.	Berklee's own TV station and programming		
672.	Berklee educational record company,		
673.	New program in broadcast communications		
674.	Berklee satellite campuses (in suburbs)		
675.	Music Business Development Center	2	
676.	TV Station	2	
677.	Business "incubators" launching entrepreneurial efforts	2	
678.	Production studios, television station with connections to ProArts schools	2	
679.	Music and the Brain, transferable skills		
680.	Music Therapy, establish research		
681.	Berklee network world wide with students participating in exchanging programs and experiencing both and cultural ideas		musical
682.	Berklee record company within non-profit status		
683.	Berklee to become an Idea Factory		
684.	Release College CD's Through Student record company		
685.	Berklee research institute		

Facilities

Student union/common area

686.	Student Union	6	
687.	BSU Berklee Student Union	2	
688.	Berklee student union - big and cool!		
689.	Big Union with lockers for off campus students		
690.	Berklee student nightclub and expanded student union	4	
691.	Student union building (w/faculty. chair) center?- Need a "hang" space		
692.	Common meeting place (student union)		
693.	Lounge for faculty staff and student interaction		
694.	Facility for students and faculty to interact	2	
695.	Berklee Lounge for all Berklee community		
696.	Common areas for staff, students, faculty and chairs		
697.	A Berklee Town Square common room/ no walls, admin./ students/ faculty	3	
698.	Play Room - interactive space that admin., staff, students & Fac. all use		
699.	More common areas to eat, socialize outdoors & indoors		
700.	Really Big, Cool Student Center, Entertainment, Connectivity, Radio Station, Advising Contacts		
701.	Huge common room with access for everyone		
702.	Student Union to give sense of community		

703.	Faculty center/club		
704.	Need dining hall for faculty with a buffet lunch, etc.		
705.	Student Union- lots of little lounges on campus but no big Union place for students to hang.		
Residence life			
706.	Improve conditions of dorm rooms: food, environment	6	
707.	Dorms rooms need improvement.		
708.	Berklee should make it high priority to renovate & expand student housing.	7	
709.	More housing opportunities beyond 1st year, maybe w/out meal plan, e.g.: sites w/ kitchens, etc.		
710.	Improve Student housing		
711.	Provide some on-campus health services.		
712.	Cafeteria should be open later at night.	6	
713.	Dining room needs better ventilation		
714.	More student housing that is livable		
715.	Boston's colleges create collective to construct student housing- create more of a student community		
716.	Department of off-campus housing		
717.	More space for dorms (in close proximity to school)		
718.	Berklee rental management		
Practice rooms			
719.	More practice rooms for students	5	
720.	Practice/ Rehearsal Space proportionate to student body size. This should not be overlooked in our quest latest and greatest in technology	3	for the
721.	More practice rooms for students		
722.	More practice facility for piano students		
723.	Practice rooms w/pianos, most are out of tune; cramped, some rooms too small for 2-3 students		
New campus			
724.	Consider relocating Berklee to an outside self enclosed campus		
725.	Move Berklee to a Country Campus		
726.	Country campus		
727.	New Campus (windows, trees, single)		
728.	Natural surroundings		
729.	Improved Aesthetics!! green grass, flowers, trees, windows, space, colors, paintings	2	
730.	A real campus	2	
731.	Not enough practice rooms		
732.	Move the college out of the city		
733.	A whole new location w more space		
734.	Move Berklee to another area		
735.	A campus with trees, grass and a quad, etc..		
Parking			
736.	Parking Lot	7	
737.	Free Parking for faculty/ staff/ students	2	
Athletic facility			
738.	A gym for faculty students & staff		
739.	Expanded campus with gym, practicing facility, outdoor space		
740.	More recreational athletic space/ facilities		
741.	Athletic area	2	
742.	Sports teams for students, faculty		
743.	Health club/gym or access to facility for all members of community		
744.	Exercise facility at school with showers		

Scoring stage		
745.	World class scoring stage	6
746.	Develop a sound stage	3
747.	Sound stage	
Concert hall		
748.	Medium-sized concert hall	5
749.	Mid-size performance hall (500)	
750.	Concert hall	
751.	A large Berklee outdoor performing venue like Harbor Lights	
752.	1A/1W usually are the only recital halls that students are able to perform in - a larger venue is needed. accommodate the complete audience they would like to handle.	Can't
753.	Larger performance space needed. Bigger than David Friend Recital Hall ideally in the 250-500 seat range. loosing acts to venues that are more club-like and sell food/beverages.	currently
Faculty office space		
754.	Faculty space a priority	5
755.	Offices for Faculty	2
756.	Private work areas for faculty	
757.	More office space for part and full time faculty	
Classrooms/labs		
758.	Need large classrooms	
759.	Classroom space	
760.	More recording facilities	
761.	Need more space (classroom and offices)	
762.	Classrooms that work - fresh air, desk surfacing, workable lighting, temp control	2
763.	Dedicated recording complex	
764.	Larger open working space/ classroom w/ no walls/ barriers	
765.	More rooms open all day	
766.	Extended classroom resources esp. video conference, media	
767.	Classes, Rooms that suit subject	
768.	Better Aesthetics to classrooms and common areas	
769.	Decent pianos in "Classrooms of the future"	
770.	Better temperature and lighting control in the classrooms and in some faculty offices whose thermostats controlled by a neighboring office.	are
771.	Classrooms that are better equipped for non music courses	
772.	Every class and dorm room wired for Internet access	
773.	Have desks and table - desks in all the classrooms.	
774.	More creative classroom environment with students playing music, teaching-learning areas where students circle and communicate with each other as a group	can sit in a
775.	Some classrooms far enough away from practicing to be considered quiet	
776.	Classrooms all connected	
777.	Computers in all classrooms	
778.	Real pianos in every classroom	
Ventilation		
779.	Air quality	
780.	Environment improvement in 150 Mass Ave building, lobby and rooms	
781.	Upgrading quality and quantity of lighting indoors and more windows for sunlight	
782.	Healthy Space	3
783.	Building inspections vis-a-vis oxygen levels	
784.	Improved environment: Air Quality	5
785.	Cafeteria is lawsuit waiting to happen- too crowded, ventilation problems	

- 786. Ventilation in the cafeteria, fight for meal & table
- 787. Fresh air conditioned. environment
- 788. Better air

General

- 789. Need for centrality- socially & collegial
- 790. Fair allocation
- 791. More purpose-designed space for service initiatives
- 792. More private instruction space
- 793. Space allocation (what's mine/what's theirs?)- staff vs. academic
- 794. Division Space
- 795. More Space
- 796. Enough quality space for the college
- 797. Space Needs: Dorms, Classrooms, Parking
- 798. Student enrollment and resources/ facilities to accommodate that
- 799. Practice space
- 800. Upgrading quality and quantity of lighting indoors and more windows for sunlight
- 801. Bigger spaces
- 802. More professional venues for students to perform other than BPC(student controlled)
- 803. Rebuild student cafeteria for performances
- 804. Outdoor space
- 805. More rooms open all day
- 806. Benches in hallways for students to sit until class begins
- 807. Campus improvement
- 808. How to fully utilize Berklee's facilities "after hours"
- 809. Improved maintenance of technological resources
- 810. Maintenance/ improvement of physical plant/ campus
- 811. Space proportionate w/ student #s
- 812. Utilize the space in the college better
- 813. Update in the 150 Mass Ave. building
- 814. Space issues: how many students for our space - do we need more space or...
- 815. A space for each dept.
- 816. Better upkeep (cleaning, picking up trash)
- 817. Employee lounge
- 818. More relaxation areas school-wide
- 819. Cleaner streets around here
- 820. Buildings with closer proximity so departments can be closer
- 821. Create a Berklee suburban-like campus in an urban area - more buildings, closer buildings
- 822. Decor in buildings; swimming pool, tennis courts
- 823. Erect dome over pavilion
- 824. Facilities- larger to accommodate the growing population at Berklee
- 825. Facilities- more space; ramps; dangerous going into lobby w/stairs
- 826. Get rid of all the non-music rooms, the church and the dance studio, etc. no heat, too noisy.
- 827. Increase facility in proportion to student population
- 828. More dorms
- 829. More open physical space for casual interaction
- 830. Reception space for the college needed like a ballroom that could be utilized for a variety of functions.
- 831. Move administration to somewhere other than city
- 832. More communal spaces for human contact
- 833. Bridge over mass Ave/grass

- 834. Berklee Night Club
- 835. Faculty club
- 836. Develop other buildings for offices, practice spaces, storage- current student housing
- 837. More interfaces for students to use midi-practicing technology

Technology

On-line services

- 838. On-line registration/phone
- 839. On-Line Services
- 840. Communications allow students electronic access to read records/grades/accounts.
- 841. Intranet access with class scheduling/ schedules
- 842. Increase access to information through intranet/ internet
- 843. On-line suggestion box .
- 844. On-line or over-phone registration
- 845. Register "online" or phone, personal records, etc. (access)
- 846. Online Registration, Course status, course information
- 847. Online registration

7

General

- 848. More computers in the Media center
- 849. On line connection to library and various mediums around the college (for classroom use only)
- 850. Make Datatel work
- 851. Development of good sounds for synthesizers (brass, sax)
- 852. Teleconferencing
- 853. Computers for faculty offices
- 854. Finding ways to teach more effectively using it
- 855. Need to train faculty and staff in technology
- 856. More sharing of technology expertise
- 857. More support for content, commensurate with the current investment in equipment
- 858. More access to computers by faculty for email, etc.
- 859. Funding for development of content and staff support
- 860. Finding a balanced approach to technology in music education
- 861. Improve on email/voicemail delivery
- 862. Continued & improved Vmail Email/Not enough time to respond
- 863. Technology integration
- 864. Internet and technology growth
- 865. Focus on technology
- 866. Technology to track class attendance instead of taking attendance in class (too time consuming)
- 867. Overcrowded in Media Center & Learning Center, more workstations
- 868. Requirements of students to learn how to use email
- 869. All students would be on line
- 870. Classrooms wired for video and internet
- 871. Communication - having computer in every office and every class so teachers could better communicate via e-mail.
- 872. More use of the web in courses, use to post articles, submit homework, review quizzes
- 873. Network & email system up & beyond other colleges;
- 874. Requirement of Faculty to check their email on a daily basis
- 875. Spread students to other facilities- more computer places
- 876. The Berklee ID card: making it accommodate more facilities, e.g.. allowing access to labs, ID operated doors for ease of entrance whenever the student
- 877. Using the technology available in better ways.

- 878. More access for faculty to computer resources
- 879. More media and learning centers
- 880. Computers for all faculty w training and support
- 881. Gigabyte ethernet
- 882. Reliable network
- 883. More technology everywhere-more bandwidth-access to library catalog in the classroom and studios
- 884. Voice recognition technology everywhere
- 885. Access to school resources from home
- 886. Students will take advantage of webspace to post their music
- 887. Every student will wear their own computer
- 888. Faculty and students equal , on par technology
- 889. Training dept more actively used-mandatory for everybody (staff, faculty, and students)- more
- 890. Dedicated media room
- 891. Information transfer in a consistent manner
- 892. More user input for tools i.e. software what's currently being used and planned for the future
- 893. Computers in the offices-ability to download information from catalog
- 894. Email access between all faculty and students
- 895. Greater Emphasis on Trouble Shooting

Cautions

- 896. False hope that technology holds the answer - tail wags the dog
- 897. Focus more on human needs than tech
- 898. Impeded by the hope that technology is the answer
- 899. The college's feeling of having to be on the cutting edge of technology is sometimes misplaced
- 900. Too much dependence on tech. to the detriment of developing thought processes
- 901. Less Emphasis on Technology (we have enough)
- 902. Faculty more important than technology

Institutional

- 903. Staying ahead of the curve
- 904. Fulfilling the mission
- 905. Showcase what we do best
- 906. Methodology, quality improvement
- 907. Maintain excellence
- 908. State-of-the-art quality control
- 909. Innovation
- 910. Definition and redefinition of our center Mission review
- 911. Continue to evaluate our core values
- 912. Keeping abreast of legal and copyright issues.
- 913. Expanding the board to include alumni, business and music industry leaders
- 914. Linkage and continuity - No old and new, just good and bad
- 915. Respond to the total paradigm shift in entertainment delivery in 20 years
- 916. Rethink divisional structure; reorganize academic structure to reflect music and entertainment industry
- 917. Provide chairs with more responsibility and authority to shape their department
- 918. Maintaining international leadership position
- 919. Assuring future financial stability
- 920. Historical continuity, traditional musics
- 921. Awareness of new markets
- 922. Aging society, fastest growing market segment
- 923. Redefine "contemporary music" to be more inclusive

- 924. Financial management and world economics and risk management
- 925. Contingency planning
- 926. Why does Berklee have to be so different than other colleges
- 927. Keeping current
- 928. Berklee shown adopting a leadership role in increasing standards and awareness in the music industry
- 929. Set Trends, don't just respond
- 930. Faster implementation of new ideas
- 931. Each div. Dean should control div. budget for new faculty salaries, add comp. requests, change in salaries, curriculum changes
- 932. Industry changing so quickly ED div. paramount
- 933. Employees should have an interest in the performance of institution (merit based raises)
- 934. Create an environment fertile for change
- 935. Create comfort zone for productive change
- 936. Establish a Quality Management/Education program with a person advising the president
- 937. Intellectual along with musical growth, an ability to look within while moving outward into world.
- 938. Make it easy for administration to change ideas, habits, corporate culture
- 939. More deep thought, less trend chasing
- 940. More preparation for real world, ease method, industry operatives on faculty, even if by video conference
- 941. Alumni controlling 1/2 the music industry in the next 5 years - then more
- 942. Strong Berklee influence on Millennium Project
- 943. Develop college within a university system
- 944. Balance technology and human centered skills
- 945. More knowledge about how the chairs & asst. chairs are selected
- 946. Chairs need more power
- 947. Look at long term goals as opposed to short term \$ goals.
- 948. Administration should meet with the faculty to adopt a more progressive leadership style
- 949. Change the approach to contract negotiations.

Quality of life

- 950. Day Care for faculty/staff/students
- 951. Child care services
- 952. Flexible Benefits
- 953. Pay Equity for faculty, staff, management
- 954. More recruitment of minority students from the US
- 955. Create equitable salary structure for faculty including years of service
- 956. More Faculty/Staff services (daycare, parking etc) 3
- 957. Child Care 4
- 958. Better benefits
- 959. Chair dining room
- 960. Xerox, printers, bigger offices
- 961. Better cleaning, particularly restrooms
- 962. Considering the whole person (student or faculty), not simply the musical task at hand
- 963. Support the faculty- office, better parking, pension plan, better benefits for all
- 964. Better medical plan choices (chiropractic, etc.)
- 965. No lunch meetings
- 966. Breaks
- 967. Improve benefits (health, etc.- maybe prorated) part-time & full-time, and pension plan, esp. those doing full-time work (often for years)
- 968. More humanistic treatment of people (faculty. & students)- more dimensional than just being a musician
- 969. No lunch meetings- need space (personal)

- 970. Administrative support for chairs (staff, tech.)
- 971. Also need "breathing space"
- 972. Safe Environment
- 973. Resource Library Staff/Faculty
- 974. Stress Management
- 975. Conflicts Resolution.
- 976. A safe environment that fosters growth and experimentation
- 977. Benefits that are affordable or not taken out of compensation
- 978. Crosswalk- safer campus - going from building to building
- 979. Have some form of first aid care on campus
- 980. Less time to be fully vested in (& more information about) retirement program
- 981. Making jobs more fun
- 982. Quality of life for faculty, better offices and class rooms
- 983. Recycling- too much waste that can be recycled is being thrown away, especially music paper (keep the environment safe & clean!)
- 984. Shuttle service between buildings/underground passageways
- 985. Better security at the school
- 986. Employee picture ID to distinguish from people off the street- door swipe ID's
- 987. Telecommuting!!
- 988. Discounts on T passes for staff
- 989. Importance of social interaction
- 990. On site day care
- 991. Telecommuting increases
- 992. Better food services in every building for faculty
- 993. More full time jobs
- 994. Computers on every desk
- 995. Paid Spring break (with work?)
- 996. Pay faculty for orientation and diversity training.

Training

Customer service

- 997. Improved customer service
- 998. Who is the customer
- 999. Customer service throughout the college
- 1000. Improved communication when dealing with financial matters; 6
- 1001. Employee training when dealing on phone with parents 6
- 1002. To be truly a Service Organization
- 1003. Importance of Point of Service
- 1004. Knowledgeable Point of Service people
- 1005. `Better communication with parents

General

- 1006. More Training across the board
- 1007. More training/faculty development
- 1008. More faculty involvement/training
- 1009. Do everything we can to keep good staff-too little management training and support
- 1010. Faculty training sessions on campus
- 1011. Job sharing and cross training
- 1012. More professional development opportunities for faculty and students.
- 1013. More staff development programs/internal training

- 1014. More formal training programs for management & staff supported by upper management
- 1015. Training the front line people
- 1016. Job rotation
- 1017. More support for faculty development

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Staff issues

- 1018. Competitive salaries
- 1019. Help to retain staff
- 1020. Prevent staff from being forced out for financial reasons
- 1021. Recognize & develop talent & initiative
- 1022. Better defined job descriptions
- 1023. Create a career track- move up the ladder from within
- 1024. Detailed orientation program/ process
- 1025. The compensation issue - in 2005, earn what you deserve
- 1026. More events are being scheduled - we can't support everything at the same quality. It seems that when it comes to the questions of quality vs quantity- quantity seems to be winning.
- 1027. More attention on HR (examine full-time vs. part-time employee changes)
- 1028. More staffing/more reception- personal contact
- 1029. Upward evaluation
- 1030. Establish "Staff Senate" to voice ideas/issues
- 1031. More integration between faculty and staff
- 1032. Permanent part of staff with knowledge of Berkeley
- 1033. Increase student work program - benefit from working together
- 1034. Rover or permanent temp (able to fill in for any dept.)