

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.

STRATEGIC DIRECTION FOR 2009 TO 2012

In an environment of creative thinking, diverse musical perspectives, entrepreneurial spirit, and social engagement, musicians and artistic creators learn to define the musical opportunities of the future. During the next three years, Berklee College of Music will enhance this learning environment by:

1. Inspiring the creation of new musical ideas.

- a. Identify the most **talented and creative** prospective students through an audition and interview process assessing musical ability, academic preparation, creativity, non-performance-related musical skills, language skills, and originality.
- b. Enroll and retain students who are the **best fit** for Berklee.
- c. Greatly expand **scholarship** and grant support for students in all majors.
- d. Recognize and support **learning outside the classroom** by expanding access to Berklee facilities after class hours and enhancing learning resources.
- e. Enhance **career development** services through experiential learning, career resources, and guidance throughout the curriculum.
- f. Implement approved recommendations from the **Curriculum Review Initiative**.
- g. Create relevant and innovative programs in **global jazz improvisation, music for new media, and entrepreneurship**.
- h. Develop **masters-level** programs.
- i. Renovate 7 Haviland Street and 22 The Fenway so **liberal arts, music business, music education, music therapy, and professional music** programs can thrive.
- j. Create many and varied opportunities for students to interact with **world-class musicians** and entrepreneurs.
- k. Expand the vitality of the Berklee community by growing **online, summer, and international programs**, and paving the way for **Berklee Valencia**.
- l. Provide leadership in the movement to increase **music education opportunity** for the nation's youth through City Music and the PULSE music method.
- m. Position Berklee as the leader of an **international** dialogue to advance discussion about the value of music education.

2. Being a great place to learn, teach, and work.

- a. Create **community space** for social interaction and to meet the needs of off-campus students for storage lockers, study areas, and more.
- b. Increase effectiveness of campus **communications**.
- c. Create more and better-equipped **classrooms, ensemble rooms, and**

practice rooms.

- d. Improve **student services** by simplifying processes and broadening the use of online services.
- e. Increase **professional development** opportunities for staff and faculty.
- f. Develop more effective **policies** for hiring, training, promotion, accountability, and evaluation.
- g. Establish ongoing **collaborative** programs to improve efficiency and effectiveness of campus services.

3. Engaging with social issues.

- a. Establish **environmental awareness** as a guiding principal for decision-making.
- b. Strive to create **universal access** with an emphasis on the learning needs of students.
- c. Develop programs and innovations to **conserve energy** and resources.
- d. Support college diversity strategy to make Berklee an **inclusive and welcoming community**.
- e. Contribute to the life of the **community** in which we reside.

4. Building broad support to realize our ambitions.

- a. Strengthen **alumni** network to increase involvement, support, and connection to the college.
- b. Successfully complete **Giant Steps** fundraising campaign to support college initiatives.
- c. Build relationships with and programs for **Berklee parents**.
- d. Develop programs and events to build relationships with individuals who love music and help make them **friends** of the college.

5. Planning ahead for Berklee in 2015.

- a. Develop facility master plan that includes community space, residence halls, performance space, and advanced music technology facilities, and meets classroom and office space needs.
- b. Create a process for continual curriculum review and enhancement.
- c. Integrate enrollment and scholarship strategies.
- d. Integrate student-advising programs throughout college.
- e. Launch new fundraising programs to support these initiatives.

April 28, 2009