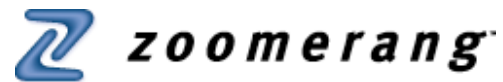


2009 to 2011 Strategy Survey

Results Overview



Date: 11/19/2008 2:17 PM PST

Responses: Completes

Filter: No filter applied

More than 1,000 members of the Berklee community suggested ideas for Berklee's future. The suggestions grouped into common themes, and this collection of 64 initiatives summarizes them. Your ratings of these will help determine what our priorities should be for Berklee's future. For each statement below, indicate the degree of priority you feel it should be given in the strategic plan for 2009 to 2011. Please try to limit your use of "5–Top priority" to just the 4 or 5 items you see as most important. You can go back to change your responses if needed. If you are unsure of an initiative, feel free to leave it blank.

- 1.** Refine audition process to include accommodations for academic preparation, non-performance related music skills, relation to ensemble ratings, language skills, and other considerations.

Not a priority		72	6%
Low priority		183	15%
Medium priority		504	41%
High priority		335	27%
Top priority		142	11%
Total		1236	100%

- 2.** Pilot a program that integrates on campus, online, experiential, and study abroad programs.


Not a priority		80	6%
Low priority		275	22%
Medium priority		511	41%
High priority		291	24%
Top priority		76	6%
Total		1233	100%

- 3.** Take steps to position Berklee as the primary research center for all styles and techniques of contemporary music.

Not a priority		33	3%
Low priority		111	9%
Medium priority		319	26%
High priority		434	35%
Top priority		347	28%
Total		1244	100%

- 4.** Integrate diversity goals into strategic plan.




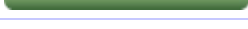

Not a priority		139	11%
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Low priority		271	22%
Medium priority		454	37%
High priority		284	23%
Top priority		90	7%
Total		1238	100%






5. Introduce tracks/minors for jazz studies, Latin music, African studies, and others.

Not a priority		105	8%
Low priority		258	21%
Medium priority		479	39%
High priority		291	24%
Top priority		105	8%
Total		1238	100%





6. Increase professional development opportunities for staff and faculty.


Not a priority		37	3%
Low priority		133	11%
Medium priority		425	34%
High priority		422	34%
Top priority		220	18%
Total		1237	100%

7. Implement continual process-improvement program to increase efficiency.






Not a priority		29	2%
Low priority		115	10%
Medium priority		477	40%
High priority		393	33%
Top priority		183	15%
Total		1197	100%

8. Expand private lessons to 50 minutes.






Not a priority		62	5%
Low priority		65	5%
Medium priority		249	20%
High priority		383	31%

Top priority		492	39%
Total		1251	100%






9. Expand access to Berklee facilities after class hours for rehearsal, study, and community activities.

Not a priority		8	1%
Low priority		48	4%
Medium priority		223	18%
High priority		527	42%
Top priority		448	36%
Total		1254	100%

10. Enhance career support and guidance provided to students throughout the curriculum.

Not a priority		8	1%
Low priority		43	3%
Medium priority		237	19%
High priority		528	42%
Top priority		433	35%
Total		1249	100%

11. Develop campus-based masters programs.

Not a priority		42	3%
Low priority		128	10%
Medium priority		317	25%
High priority		362	29%
Top priority		397	32%
Total		1246	100%




12. Develop and construct a cutting-edge music and media technology/production building.

Not a priority		31	2%
Low priority		132	11%
Medium priority		338	27%
High priority		407	33%
Top priority		339	27%
Total		1247	100%






13. Create community space suited to the needs of off-campus students including lockers, lounge areas, food service, exercise facilities, and more.

Not a priority		44	4%
Low priority		120	10%
Medium priority		302	24%
High priority		385	31%
Top priority		400	32%
Total		1251	100%

14. Create a leadership development program.

Not a priority		117	10%
Low priority		300	24%
Medium priority		478	39%
High priority		251	20%
Top priority		80	7%
Total		1226	100%



15. Continue to grow and expand online programs and enrollment at Berkleemusic.com.




Not a priority		183	15%
Low priority		318	26%
Medium priority		433	35%
High priority		214	17%
Top priority		89	7%
Total		1237	100%

16. Design and build a 250–400 seat performance venue with world-class acoustics.


Not a priority		105	8%
Low priority		199	16%
Medium priority		405	33%
High priority		302	24%
Top priority		232	19%
Total		1243	100%

17. Develop plan to attract and accommodate the archives of premier contemporary musicians.






Not a priority		49	4%
Low priority		165	13%

Medium priority		454	37%
High priority		406	33%
Top priority		158	13%
Total		1232	100%




18. Do not pursue aggressive new strategies at this time, but focus on completion of major initiatives now underway.

Not a priority		103	9%
Low priority		228	19%
Medium priority		492	41%
High priority		241	20%
Top priority		140	12%
Total		1204	100%



19. Develop a capital campaign (\$75 - \$100 million) for a new major facility.


Not a priority		119	10%
Low priority		267	22%
Medium priority		411	34%
High priority		280	23%
Top priority		142	12%
Total		1219	100%

20. Review, revise, and rationalize our database structures and processes, correct data, and develop useful information reporting.

Not a priority		56	5%
Low priority		206	17%
Medium priority		461	39%
High priority		310	26%
Top priority		164	14%
Total		1197	100%

21. Support and promote new and existing student initiatives such as Heavy Rotation, Jazz Revelation, BIRN, Fusion, Music Business Journal, and Cafe 939.






Not a priority		50	4%
Low priority		156	13%
Medium priority		482	39%
High priority		388	31%

Top priority		160	13%
Total		1236	100%





22. Offer a bachelor of arts degree alongside the bachelor of music degree as an option for non-performance majors.

Not a priority		230	19%
Low priority		215	17%
Medium priority		372	30%
High priority		279	23%
Top priority		141	11%
Total		1237	100%






23. Secure funding for endowed department chair and faculty positions.

Not a priority		118	10%
Low priority		282	23%
Medium priority		519	43%
High priority		228	19%
Top priority		61	5%
Total		1208	100%






24. Expand library holdings, learning resources, and teaching spaces.

Not a priority		25	2%
Low priority		79	6%
Medium priority		330	27%
High priority		499	40%
Top priority		300	24%
Total		1233	100%






25. Improve online services and communications for prospective students and their families.

Not a priority		59	5%
Low priority		201	16%
Medium priority		455	37%
High priority		370	30%
Top priority		150	12%
Total		1235	100%

26. Institute a method for getting honest and constructive feedback from students to inform course and program evaluation, and for acting on that feedback.

Not a priority		24	2%
Low priority		119	10%
Medium priority		414	34%
High priority		464	38%
Top priority		203	17%
Total		1224	100%

27. Offer online courses to students during summer and study abroad semesters, taught by Berklee faculty.

Not a priority		83	7%
Low priority		221	18%
Medium priority		510	42%
High priority		303	25%
Top priority		106	9%
Total		1223	100%



28. In recognition of the current economic climate, identify ways to make Berklee more affordable to students.




Not a priority		17	1%
Low priority		44	4%
Medium priority		166	13%
High priority		366	30%
Top priority		647	52%
Total		1240	100%

29. Expand the healthcare and wellness services offered to the Berklee community.

Not a priority		60	5%
Low priority		160	13%
Medium priority		386	31%
High priority		354	29%
Top priority		267	22%
Total		1227	100%

30. Bring the Berklee City Music outreach program to 15 to 20 new locations.






Not a priority		140	12%
Low priority		334	28%

Medium priority		502	42%
High priority		166	14%
Top priority		66	5%
Total		1208	100%






31. Establish environmental awareness as a guiding principal for decision-making.

Not a priority		151	12%
Low priority		233	19%
Medium priority		406	33%
High priority		269	22%
Top priority		157	13%
Total		1216	100%


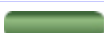



32. Dramatically expand scholarship and grant support to enroll students in all majors who are the best fit for Berklee, regardless of need.

Not a priority		40	3%
Low priority		100	8%
Medium priority		294	24%
High priority		356	29%
Top priority		436	36%
Total		1226	100%

33. Develop and offer online and classroom blended courses.





Not a priority		187	15%
Low priority		311	25%
Medium priority		423	35%
High priority		223	18%
Top priority		79	6%
Total		1223	100%

34. Improve alumni network to increase involvement, support, and connection to the college.






Not a priority		43	4%
Low priority		141	12%
Medium priority		467	38%
High priority		363	30%
Top priority		205	17%

Total	1219	100%
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35. Create additional recording studio space and make it more available to students in all majors.

Not a priority		16	1%
Low priority		81	7%
Medium priority		319	26%
High priority		474	38%
Top priority		343	28%
Total		1233	100%






36. Create a strong culture of philanthropic giving among faculty, staff and students.

Not a priority		123	10%
Low priority		233	19%
Medium priority		514	43%
High priority		229	19%
Top priority		101	8%
Total		1200	100%






37. Create a campus center for student activities, clubs, food service, and community-building.

Not a priority		74	6%
Low priority		197	16%
Medium priority		397	33%
High priority		343	28%
Top priority		209	17%
Total		1220	100%






38. Consider moving to a merit-based compensation system.

Not a priority		113	10%
Low priority		210	18%
Medium priority		434	37%
High priority		281	24%
Top priority		149	13%
Total		1187	100%


39. Broaden the styles of music presented throughout the curriculum.

Not a priority		44	4%
Low priority		165	14%
Medium priority		426	35%
High priority		362	30%
Top priority		214	18%
Total		1211	100%




- 40.** Develop a strategy to position Berklee as the leader of a national dialogue that regularly engages and advances the discussion about the caliber of music education, specifically, and arts education, in general.

Not a priority		64	5%
Low priority		137	11%
Medium priority		409	34%
High priority		375	31%
Top priority		221	18%
Total		1206	100%

- 41.** Conduct a Colleague integration and business process review. Examine how we can improve general business processes, and move to more web-based, self-service applications.



Not a priority		103	9%
Low priority		244	21%
Medium priority		477	40%
High priority		245	21%
Top priority		109	9%
Total		1178	100%

- 42.** Provide more office space for faculty and staff, and more space for administrative functions.






Not a priority		93	8%
Low priority		271	22%
Medium priority		449	37%
High priority		251	21%
Top priority		144	12%
Total		1208	100%

- 43.** Successfully open Berklee Valencia.

Not a priority		228	19%
Low priority		263	22%

Medium priority		374	32%
High priority		189	16%
Top priority		116	10%
Total		1170	100%






44. Provide Berklee community members with access to a sophisticated web environment for information access, communication, and interaction.

Not a priority		60	5%
Low priority		197	16%
Medium priority		454	38%
High priority		351	29%
Top priority		136	11%
Total		1198	100%

45. Launch a bachelor degree program in video game music and sound.

Not a priority		230	19%
Low priority		274	22%
Medium priority		384	32%
High priority		222	18%
Top priority		108	9%
Total		1218	100%

46. Institute a method for getting honest and constructive feedback from parents and students involved in our admissions process, and for acting on that feedback.





Not a priority		53	4%
Low priority		208	17%
Medium priority		468	39%
High priority		328	27%
Top priority		151	12%
Total		1208	100%

47. Strive to create gender equity in hiring, promotion, and compensation.

Not a priority		162	13%
Low priority		145	12%
Medium priority		351	29%
High priority		316	26%
Top priority		238	20%

Total	1212	100%
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48. Expand the number of alumni chapters.

Not a priority		140	12%
Low priority		311	26%
Medium priority		481	40%
High priority		192	16%
Top priority		73	6%
Total		1197	100%



49. In recognition of the the current economic climate, maintain a flat budget across all areas, and look to trim budgets where possible.

Not a priority		107	9%
Low priority		181	15%
Medium priority		474	39%
High priority		277	23%
Top priority		162	13%
Total		1201	100%





50. Expand alumni involvement in the recruitment process.

Not a priority		110	9%
Low priority		220	18%
Medium priority		502	41%
High priority		281	23%
Top priority		97	8%
Total		1210	100%


51. Establish a set of environmentally conscious goals.

Not a priority		125	11%
Low priority		218	18%
Medium priority		390	33%
High priority		305	26%
Top priority		147	12%
Total		1185	100%




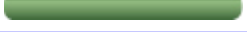
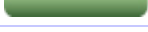
52. | Develop space planning practices that accommodate continually changing instrumental and major populations.

Not a priority		42	4%
Low priority		147	13%
Medium priority		512	44%
High priority		360	31%
Top priority		98	8%
Total		1159	100%






53. | Develop and implement a student advising process for students in all majors.

Not a priority		28	2%
Low priority		95	8%
Medium priority		394	34%
High priority		452	39%
Top priority		203	17%
Total		1172	100%



54. | Develop a career development office for alumni.




Not a priority		51	4%
Low priority		138	12%
Medium priority		375	32%
High priority		391	33%
Top priority		219	19%
Total		1174	100%

55. | Create more and better-designed and equipped classrooms, ensemble rooms, and practice rooms.






Not a priority		21	2%
Low priority		78	7%
Medium priority		339	28%
High priority		437	37%
Top priority		319	27%
Total		1194	100%

56. | Create a new principal instrument for students who concentrate on using computers for making music and sounds.


Not a priority		228	19%
Low priority		221	19%

Medium priority		381	32%
High priority		231	20%
Top priority		112	10%
Total		1173	100%






57. Continue to strive to create universal access and make ADA (Americans with Disabilities Act) improvements.

Not a priority		67	6%
Low priority		135	12%
Medium priority		451	39%
High priority		340	29%
Top priority		173	15%
Total		1166	100%





58. Conduct a comprehensive review of employee policies and benefits.

Not a priority		79	7%
Low priority		183	16%
Medium priority		499	44%
High priority		242	21%
Top priority		139	12%
Total		1142	100%

59. Build a campus fitness/sports facility.



Not a priority		193	16%
Low priority		204	17%
Medium priority		259	22%
High priority		250	21%
Top priority		295	25%
Total		1201	100%

60. Adopt a customer service approach to student services that simplifies processes and broadens online services.




Not a priority		70	6%
Low priority		208	18%
Medium priority		461	40%
High priority		283	24%
Top priority		134	12%

Total	1156	100%
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61. Evolve and clarify our management responsibility structure in light of Berkeley's expanding global and national initiatives.

Not a priority		86	8%
Low priority		222	20%
Medium priority		527	47%
High priority		202	18%
Top priority		82	7%
Total		1119	100%





62. Improve/update the reliability of Berkeley's administrative technology and infrastructure.

Not a priority		51	4%
Low priority		154	13%
Medium priority		468	41%
High priority		309	27%
Top priority		162	14%
Total		1144	100%










63. Examine the student course load, especially for first year students.

Not a priority		114	10%
Low priority		189	16%
Medium priority		412	35%
High priority		288	25%
Top priority		172	15%
Total		1175	100%

64. Develop clear and transparent policies for hiring, training, promotion, accountability, and evaluation.

Not a priority		46	4%
Low priority		133	12%
Medium priority		416	36%
High priority		345	30%
Top priority		202	18%
Total		1142	100%

66. Please indicate your place in the Berklee community. (Check more than one if applicable.)

Student		534	42%
Alumni		499	39%
Parent		28	2%
Faculty		100	8%
Chair		13	1%
Staff		150	12%
Staff Director		35	3%
President's Council Member		16	1%
Board of Trustees Member		1	0%
President's Advisory Council Member		0	0%
Other		19	1%

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