For more information visit: berklee.edu/planning-for-berklees-future

Submit ideas: berklee.edu/planning/suggestion-box or vision2025@berklee.edu
LOOKING BACK, LOOKING FORWARD

As we begin the new academic year, we stand at an important crossroad: it is the end of our first 10-year vision, and the close of our three-year strategic plan designed to help us achieve our vision. Now, we are fully involved in the process of crafting the next 10-year vision and we will soon begin planning the three-year strategy to achieve it. This is an excellent time to take stock of where we have come from, where we are today, and where we are headed as an institution.

In 2004, the Berklee Board of Trustees undertook a process to create the first vision statement for the college for the then-distant year 2015.

“A Vision for Berklee 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.

Looking Back
Now, as we begin the 2014–2015 academic year, we pause to reflect upon what has been accomplished over the past decade. Much work has been done toward reaching this vision:

Attracting diverse and talented students passionate about careers in music:

<table>
<thead>
<tr>
<th>AUDITION AND INTERVIEW</th>
<th>2005</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of auditions:</td>
<td>2,700</td>
<td>8,000+</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>SELECTIVITY</th>
<th>2005</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>Percentage of applicants accepted:</td>
<td>57%</td>
<td>35%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>DIVERSITY</th>
<th>2005</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>Undergraduate entering class:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Female</td>
<td>28.9%</td>
<td>34%</td>
</tr>
<tr>
<td>International</td>
<td>15.2%</td>
<td>32%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Undergraduate domestic entering class: 2005</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>Asian</td>
<td>5%</td>
</tr>
<tr>
<td>Black</td>
<td>8%</td>
</tr>
<tr>
<td>Hispanic</td>
<td>8%</td>
</tr>
<tr>
<td>Native American</td>
<td>1%</td>
</tr>
<tr>
<td>Information withheld</td>
<td>9%</td>
</tr>
</tbody>
</table>
STUDENT READINESS AND PERSISTENCE
Ensemble, ear training, and writing skills placement have been improving with each entering class since the audition and interview program was introduced in 2007. The highest graduation rate in the decade was in 2013 at 59 percent, and although 2014 (entering class of 2007) was lower, it is still almost a 10 percent increase from a decade before.

SCHOLARSHIP SUPPORT
Total Institutional Aid awarded:

<table>
<thead>
<tr>
<th>Year</th>
<th>2005</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>$10 million</td>
<td>$36 million</td>
</tr>
</tbody>
</table>

BERKLEE CITY MUSIC

2005
Berklee City Music Network launched

2008
Berklee PULSE music method launched

2014
Network expands to 47 members.
More than $18 million in direct scholarship support raised

More than 20,000 teens served annually
Amp Up NYC initiative launches with the goal of bringing PULSE to 60,000 NYC students.

We will offer a relevant and distinctive curriculum in music and liberal arts:

NEW INSTITUTES
Berklee Global Jazz Institute
Berklee American Roots Music Program
Planet Microjam
Interdisciplinary Arts
Institute for Creative Entrepreneurialism
FIFTY-MINUTE LESSON
Introduced in fall 2010 to 300 students.
In fall 2014, more than 2,000 students had 50-minute lessons

NEW PRINCIPAL INSTRUMENTS
Banjo
Mandolin
Steelpan

MINORS INTRODUCED IN FALL 2010
Acoustics and electronics
Audio design for video games
Conducting
Drama
English
History
Instrument repair
Music and society

MASTERS PROGRAMS
Presented to NEASC in fall 2011.
Programs launched in Valencia in fall 2012.
Music technology innovation masters launched in 2013.
Performance and music therapy masters to launch in Boston in 2015.
Music education masters to launch in Boston in 2016.

BERKLEE IN VALENCIA
2011
Masters programs announced.
Mediterranean Music Institute announced.
Summer programs launched.

2013
First 74 students graduate from masters programs.
Music technology innovation masters launched.
59 students attend study abroad.

2014
107 students graduate from masters programs.
140 students attend study abroad.

BERKLEE ONLINE
Enrollment in online courses:

<table>
<thead>
<tr>
<th>Year</th>
<th>2005</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2500</td>
<td>10,400</td>
</tr>
</tbody>
</table>

We will engage an unparalleled faculty of inspiring educators and cutting-edge industry professionals:

- Number of faculty hired since 2005: 131
- Number of new chairs hired since 2005: 26

Of the 35 chairs and assistant chairs in 2005, 12 remain. There are currently 37 chairs and assistant chairs. Assistant chairs in Music Business and Liberal Arts were added since 2005.

We will provide state-of-the-art facilities for learning and living, and produce tomorrow’s leaders of the global music community:

New campus: Berklee Valencia

Eight new properties acquired to meet facility needs:
- 155, 161, and 171 Massachusetts Avenue; 1096 and 1108 Boylston Street;
  and 7 Haviland Street.

Boylston Street Development
Cafe 939

Other facility projects
- BIRN studios
- Ensemble Department offices
- Percussion Department offices
- Counseling and Advising Center
- IT centralized at 186 Massachusetts Avenue
- Admissions offices
- Fordham Road—large ensemble space

We will produce tomorrow’s leaders of the global music community:

With our growing international reach, both physically in Boston and Valencia, and virtually through our online continuing education division, our new online degrees, and our presence in the MOOC space at Coursera and edX, we are having a major impact on the global music community. We produce musicians with craft, creativity, leadership, and a vision for global citizenry unparalleled in music education. In a rapidly changing musical landscape, with a music industry disrupted by changes in technology, culture, and business models, we strive to prepare our students for their future careers in music. That is our mission.
Looking Ahead

Certainly, much has been accomplished over the last decade, but have we fully realized our vision for 2015? We have crafted strategic plans, and planned and completed projects, but have our actions created the change we expected? Have we achieved the desired results? Over the past year our community has been engaged in discussion and dialogue about the work we have accomplished, and the work we still need to do in order to be the world’s leading institute of contemporary music.

We have collected about 300 ideas from faculty, staff, students, and alumni about where we are headed, and what we should do next. This input has informed the board as it has conducted its own process for creating a vision for Berklee in 2025. The board’s vision task force, led by trustee Rusty Williams, oversaw the formation of five teams that studied the topics of careers, alumni engagement, technology and curriculum (which evolved into the broader topic of innovation at Berklee), affordability and access, and how Berklee is perceived in the world, our brand.

With all this input, this fall the Vision Task Force will begin drafting the next vision statement and will engage the community in the review and refinement of the draft with the goal of having a working draft by the end of the year. In January 2015, we will begin a strategic planning process, using the ideas we have collected so far, in order to make the important decisions on what projects we will undertake, and how we will allocate our resources and energies over the next three years to advance the college toward this new vision for 2025.

We ask for your continued engagement in this process. Please visit the Planning for Berklee’s Future section of the college website (berklee.edu/planning-for-berklees-future), to review the ideas collected to date and the work done by the vision teams, and contribute your ideas and suggestions. You can also submit suggestions via email to vision2025@berklee.edu. Over this academic year, we will schedule town meetings and conduct surveys to help us shape our future and move Berklee forward to achieve its mission.
The process moving forward: