Berklee’s VISION
The Mission of Berklee College of Music

The mission of Berklee College of Music is to educate, train, and develop students to excel in music as a career.

Developing the musicianship of all of our students is the foundation of our curriculum. We believe that the lessons and qualities derived from that work—the self-discipline needed for excellence, the empathy required for music-making, and the openness and inquisitiveness essential to creativity—are critical to achievement in any pursuit, musical or otherwise. We believe that music is a powerful catalyst for personal growth, which is central to any collegiate experience.

Founded on jazz and popular music rooted in the African cultural diaspora, our comprehensive curriculum is distinctly contemporary in its content and approach and embraces the principal musical movements of our time. Through a course of scholarly and practical learning experiences integrating performance and writing, our curriculum covers the variety of influential styles, relevant technologies, and career opportunities open to today’s music professional.

Philosophy

Berklee was founded on two revolutionary ideas: the idea that musicianship could be taught through the music of the time, and the idea that our students need practical, professional skills for successful, sustainable music careers. While our bedrock philosophy has not changed, the music around us has and it requires that we evolve with it.

For more than half a century, we’ve demonstrated our commitment to this approach by wholeheartedly embracing change. We update our curriculum and technology to make them more relevant. We attract diverse students who reflect the multiplicity of influences in today’s music. We prepare our students for a lifetime of professional and personal growth through the study of the arts, sciences, and humanities. And we are developing new initiatives to reach and influence an ever-widening audience.

More than a college, Berklee has become the world’s singular learning lab for the music of today—and tomorrow. We are a microcosm of the music world, reflecting the interplay between music and culture and doing so in an environment where aspiring music professionals learn how to integrate new ideas, adapt to changing musical genres, and showcase their distinctive skills. We are an evolving community at the center of a widening network of industry professionals who use their openness, virtuosity, and versatility to take music in surprising new directions.
Vision
In 2005, the trustees of Berklee College of Music set a vision for the college for the first time and used a 10-year framework. While our mission states who we are, what we do, and why we exist, our vision lays out who we want to be in the future. It is aspirational in its intent and it is meant to help guide the college in creating shorter-term strategic plans that will help us achieve our vision.

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.

The following principles will guide the development of strategies to achieve the college’s vision:

1. The student experience is rich and multi-dimensional and gives students the skills and competencies they need to succeed in careers in music and in life.
2. The scale of the college is determined by our ability to attract students who can benefit from the Berklee experience and our capacity to support them with quality facilities and infrastructure.
3. The innovative ideas on which the college was founded are applied to the new circumstances of the 21st century.
4. The college is an inspirational place to learn, teach, and work.

Strategy
In 2005, 2008, and 2011, the college undertook campus-wide planning processes to design the initiatives that would help us achieve our vision for 2015. Each planning process resulted in a three-year strategic plan that was widely communicated to the college community in order to engage the campus in the actual work of building our future. Those strategic plans, designed to help us reach our vision for 2015, enabled Berklee to realize many accomplishments, including:

• Establishing the Berklee Global Jazz Institute
• Creating the Berklee American Roots Music Program
• Instituting the audition and interview process for every applicant
• Tripling the amount of scholarship dollars awarded annually, from $10 million to $30 million
• Tripling the number of annual internship placements
• Establishing Berklee in Valencia, featuring newly built state-of-the-art facilities, undergraduate study abroad programs, and new master’s degree programs (that are potentially coming to Boston as well)
• Focusing on building our online continuing education program, Berklee Online, into the finest online music college experience possible, including more than 150 online courses and certificate programs serving 12,000 students, and beginning online degree offerings in fall 2014
• Increasing private lesson time from 30 minutes to 50 minutes
• Including banjo, mandolin, and steelpan as new principal instruments
• Introducing minors for the first time, including:
  - Acoustics and Electronics
  - Audio Design for Video Games
  - Conducting
  - Drama
  - English
  - History
  - Instrument Repair
  - Music and Society
  - Performance Studies in Latin Music
  - Philosophy
  - Psychology
  - Theory of Jazz and Popular Song
  - Video Game Scoring
  - Visual Culture and New Media Studies
  - Writing for TV and New Media
• Creating a new Facility Master Plan that was approved by the City of Boston
• Acquiring several new properties to meet facility needs:
  - 7 Haviland Street
  - 155, 161, and 171 Massachusetts Avenue
  - 1108 Boylston Street
  - Cafe 939
  - 160 Massachusetts Avenue (built 16-story up, three-story down building)
• Redeveloping the Boylston Street block between Massachusetts Avenue and Hemenway streets
• Expanding Berklee City Music to a national program with 41 sites across the U.S. and developing the Berklee PULSE music method to support this expansion; City Music Network members now provide after-school music experiences to 20,000 teens from underserved communities
• Completing the college's first capital campaign, Giant Steps, yielding $54,500,000
• Celebrating numerous alumni awards; as of 2013, Berklee alumni have received 205 Grammy Awards and 54 Latin Grammy Awards.

You Say You Want a Revolution: Planning Ahead

As a college of contemporary music, Berklee must look to the future for direction and inspiration. Over the next few years, the college will lay the groundwork for Berklee’s next phase, from 2015 to 2025. Board-level task forces have been formed to study the significant societal and economic issues impacting higher education and the music industry and to help shape a vision for the quality and scope of Berklee’s educational leadership in the future. Specific attention will be given to the affordability of a Berklee education, alumni engagement, curriculum development and technology strategy, career opportunities, and building and enhancing the reputation of the college. Bold thinking about these strategic issues will set the stage for the next revolution in contemporary music education.
Crafting the Vision for Berklee in 2025

Vision Defined
The college’s vision is a statement of what we aspire to become by 2025. It should be an inspiring image of an ideal and achievable future. It must appeal to the hearts and minds of students, faculty, and administration and should distinguish Berklee from other institutions. It must indicate a clear understanding of where the college is today and serve as a guidepost for our aspirations. It must also support the college’s stated mission and be consistent with the school’s philosophy.

Process of Broad Engagement
The creation of our new vision is being led by Berklee’s board of trustees and will include participation and comment from all of our constituencies, including faculty, staff, administration, students, alumni, parents, friends, and the external community. The board owns the vision-setting process, and the college’s administration is ultimately responsible for developing strategies to achieve the vision.
In order to get the best thinking from our community in the vision-setting process, we seek to engage the various members of the extended college community in dialogue and discussion and to get feedback at various points in the process through a variety of means, including in-person meetings, town hall-style events, online surveys, and social media.

As we set the course for strategies we will begin pursuing in September 2015, we are asking, “What does Berklee aspire to be in 2025?” Since 2005, when we enacted the current vision for 2015, our world has changed significantly. Technology has changed much of what we do, how we communicate, and how students learn. In 2005, YouTube was new and iPhones and Androids hadn’t arrived on the market, nor had massive open online courses (MOOCs). How will higher education benefit from and grow through technological change?

In 2025, will Berklee be an undergraduate music college based in Boston or a global music laboratory where musicians of all ages—from all over the world—collaborate to create new music? We are already more than an undergraduate college of music in Boston. Yes, we have 4,000 undergraduates in Boston, but we also now have 200 graduate and study-abroad students at our Valencia, Spain, campus, 12,000 students in our online continuing education program, and more than 275,000 students enrolled in Berklee’s MOOCs through Coursera and edX. Our Berklee City Music Network has expanded to include more than 40 sites across the U.S. that are providing after-school music programs to more than 20,000 teens from underserved communities. Our PULSE music method is being adopted for a pilot program in New York City public schools that will be used by 60,000 students, and similar pilots are planned for other major cites. Our Berklee International Network is growing as well and now has members in 20 countries.

If this is the Berklee of 2013, what will the Berklee of 2025 be like?