

BOARD OF HIGHER EDUCATION
REQUEST FOR COMMITTEE AND BOARD ACTION

COMMITTEE: Academic Affairs

NO.: AAC 13-08

COMMITTEE DATE: October 9, 2012

BOARD DATE: October 16, 2012

APPLICATION OF BERKLEE COLLEGE OF MUSIC TO AWARD MASTER OF MUSIC, CONTEMPORARY PERFORMANCE CAREERS; MASTER OF ARTS, MUSIC THERAPY; MASTER OF ARTS, GLOBAL ENTERTAINMENT AND MUSIC BUSINESS; MASTER OF MUSIC, CONTEMPORARY MUSIC EDUCATION; BACHELOR OF PROFESSIONAL STUDIES, MUSIC PRODUCTION; BACHELOR OF PROFESSIONAL STUDIES, MUSIC BUSINESS.

MOVED: The Board hereby approves the Articles of Amendment of **Berklee College of Music** to award the **Master of Music, Contemporary Performance Careers; Master of Arts, Music Therapy; Master of Arts, Global Entertainment and Music Business; Master of Music, Contemporary Music Education; Bachelor of Professional Studies, Music Production; Bachelor of Professional Studies, Music Business**

Authority: Massachusetts General Laws, Chapter 69, Section 30 et seq.

Contact: Dr. Shelley Tinkham, Assistant Commissioner for Academic, P-16 and Veterans Policy

BOARD OF HIGHER EDUCATION

Berklee College of Music

Master of Music, Contemporary Performance Careers; Master of Arts, Music Therapy; Master of Arts, Global Entertainment and Music Business; Master of Music, Contemporary Music Education; Bachelor of Professional Studies, Music Production; Bachelor of Professional Studies, Music Business.

Intent

Berklee College of Music, a private, four-year coeducational institution, located in Boston, Massachusetts, requests authorization to offer the Master of Music, Contemporary Performance Careers, Master of Arts, Music therapy, Master of Arts, Global Entertainment and Music Business; Master of Music, Contemporary Music Education; Bachelor of Professional Studies, Music Production; Bachelor of Professional Studies, Music Business. The four proposed master's programs build on Berklee's undergraduate music offerings and expand the college's reach. The proposed undergraduate programs build on existing online courses and certificate and will be Berklee's first two undergraduate degrees available completely online.

The addition of the graduate and undergraduate proposed programs is reflective of the institution's mission and strategic plans. In 2003, the Continuing Education division of Berklee College of Music was established to address the strategic initiatives of the college and provide online music education opportunities to aspiring musicians around the world. In 2004, based on the college's mission to educate, train, and develop students to excel in music as a career, Berklee's Board of Trustees approved a ten-year vision for Berklee to become the world's leading institute of contemporary music. To accomplish this, the college developed a series of multi-year plans, and is now implementing a plan for 2009-2012. Key to the strategic initiative to inspire "the creation of new musical ideas" is developing master level programs which will expand the current reach of Berklee and allow its students to attain graduate degrees increasingly required for advancement in the music industry.

The intent of each proposed degree is described per degree.

Master of Music, Contemporary Performance Careers

The proposed Master of Music, Contemporary Performance Careers offers advanced studies to instrumentalists and vocalists. Through applied lessons, small ensembles, master classes, and directed studies, students will deepen their understanding of the harmonic and stylistic practices associated with their chosen area of performance. Students will also learn to master the unique demands performers face when working in a 21st century studio, as well as the technological and entrepreneurial skills that are essential for the contemporary performer.

Master of Arts, Music Therapy

The Masters of Arts; Music Therapy program at Berklee provides advanced instruction to guide and prepare music therapists for today's global and community-based approaches to healthcare and education. Music therapists will focus on research, clinical music, technology, contemporary music repertoire, and global perspectives.

Master of Arts, Global Entertainment and Music Business

The Masters of Arts, Global Entertainment and Music Business program focuses on an international approach to the music industry with specific emphasis on marketing, intellectual property law, accounting and finance, organizational leadership, economics, and licensing and distribution.

Master of Music, Contemporary Music Education

The Master of Music, Contemporary Music Education degree prepares music educators to teach the primary and secondary students. This program focuses on innovative teaching techniques, pedagogical practices, methodologies, and stylized approaches to music instruction. Instruction enables students to apply the historical and philosophical foundations of education to current practices, and to focus on what it means to be a music educator and leader. The Master of Music, Contemporary Music Education degree provides students with the opportunity to fulfill Massachusetts' state requirements for licensure in K-12 schools as well as enhance their teaching skills and knowledge of contemporary music performance practices, methodologies, modalities of instruction, and repertoire.

Bachelor of Professional Studies, Music Production

The Bachelor of Professional Studies, Music Production program enables students to develop analytical and professional skills needed to practice and advance in the music production profession. Students will learn about the creation and production of recordings of music. They will learn to complete recording projects that are typical of those found in contemporary professional recording and production environments. Students will develop an informed and critical aesthetic vision. They will learn to define quality using both musical and technical criteria and to apply those criteria to their own work and to that of others.

Bachelor of Professional Studies, Music Business

The Bachelor of Professional Studies, Music Business program enables students to develop analytical and professional skills needed to practice and advance in music business. Students will focus on the skills, concepts, and methodologies of music business models. They will learn to apply these models to the artistic management and entrepreneurial challenges of music and digital media.

The proposed programs were approved by the Berklee Board of Trustees on March 26, 2009.

Institutional Overview

Berklee College of Music in Boston, MA was founded in 1945 on two ideas: that musicianship could be taught through the music of the time; and that students need practical, professional skills for successful, sustainable music careers. For more than half a century, the college has evolved to reflect the state of the art of music and the music business. With more than a dozen performance and nonperformance majors, a diverse and talented student body representing more than 70 countries. The College enrolls over 4,000 students in twelve majors.

The institution is currently authorized to offer a Bachelor of Music and an honorary Doctor of Music. Berklee College of Music is now requesting authorization to offer the Master of Music, Contemporary Performance Careers; Master of Arts, Music Therapy; Master of Arts, Global

Entertainment and Music Business; Master of Music, Contemporary Music Education; Bachelor of Professional Studies, Music Production; Bachelor of Professional Studies, Music Business.

ACADEMIC AND RELATED MATTERS

Admission Requirements

Admission Requirements are provided by degree. Unless otherwise stated applicants will not be required to submit a GRE score.

Students for whom English is a second language must demonstrate their ability to complete graduate-level coursework in English

Master of Music, Contemporary Performance Careers and Master of Arts, Global Entertainment and Music Business must provide the following:

- Completed application for graduate study
- Statement of purpose outlining experience and interest in the program and discussing the applicant's artistic vision and intent (2 pages maximum)
- Curriculum vitae or resume
- Two letters of recommendation
- Completion of a bachelor's degree in music from a regionally accredited institution
- Official Transcripts (from all colleges attended or attending)
- Online video audition, consisting of three pieces demonstrating breadth and depth of performance skills in an ensemble setting
- On-campus audition and interview

.Master of Music, Contemporary Music Education must provide the following:

- Completed application for graduate study
- Statement of purpose outlining experience and interest in the program and discussing the applicant's artistic vision and intent, as well as the applicant's teaching philosophy (2 pages maximum)
- Curriculum vitae or resume
- Two letters of recommendation
- Completion of a bachelor's degree with a major in music education from a regionally accredited institution
- Official Transcripts (from all colleges attended or attending)
- On-campus audition and interview

Master of Arts, Music Therapy must provide the following:

- Completed application for graduate study
- Statement of purpose outlining experience and interest in the program and discussing the applicant's philosophical approach to music therapy (2 pages maximum)
- Curriculum vitae or resume
- Two letters of recommendation
- Completion of Board Certification in Music Therapy or commensurate level of expertise for international music therapists
- Completion of a bachelors degree in Music Therapy (or equivalent) from an accredited institution
- Official Transcripts (from all colleges attended or attending)
- On-campus audition and interview

Bachelor of Professional Studies, Music Business or Bachelor of Professional Studies, Music Production must provide the following:

- Completed application
- One official copy of high school transcript (or equivalency)
- One official copy of transcripts from all institutions attended or currently attending
- English language proficiency as demonstrated on Berkleemusic.com English language proficiency diagnostic tool
- Music literacy assessment as demonstrated on Berkleemusic.com music literacy diagnostic tool
- Personal essay
- Two letters of recommendation
- Interview (via Skype)

For transfer students, up to 60 credits and/or a complete Associate’s Degree will be accepted as transfer credits from regionally-accredited institutions. An allowable transfer course must show a grade point average of 2.0 or better. In order for credits to be eligible for transfer, they must align with the degree requirements.

ENROLLMENT PROEJCTIONS – GRADUATE PROGRAMS

	# Students Year One FY12	# Students Year Two FY13	# Students Year Three FY 14	# Students Year Four FY 15
Master of Music, Contemporary Performance Careers	0	0	20	20
Master of Arts, Global Entertainment and Business	0	0	20	20
Master of Arts, Music Therapy	0	0	20	20
Master of Music, Contemporary Music Education	0	0	20	20
Total	0	0	80	80

ENROLLMENT PROEJCTIONS – UNDERGRADUATE PROGRAMS

	# Students Year One FY12	# Students Year Two FY13	# Students Year Three FY 14	# Students Year Four FY 15
<i>Bachelor of Professional Studies, Music Production</i>				
New fulltime	0	0	35	70
Continuing Fulltime	0	0	0	34

(60% retention				
New Part-Time	0	0	15	35
Continuing Part-time	0	0	0	12
<i>Bachelor of Professional Studies, Music Business</i>				
New fulltime	0	0	35	70
Continuing Fulltime (60% retention	0	0	0	34
New Part-Time	0	0	15	35
Continuing Part-time	0	0	0	12
Total	0	0	100	302

Curriculum (Attachment A)

The curriculum of each proposed degree is outlined below.

The Master of Music, Contemporary Performance Careers curriculum provides students with opportunities to enhance their artistry and performance skills, with a particular emphasis on learning to excel in studio recording sessions. The curriculum is designed to offer flexibility to students to select courses that address their individual style preferences and their unique needs as artists.

Degree requirements are divided into the following categories:

1. Core Requirements
2. Private Instruction/Recording Projects
3. Ensembles
4. Electives
5. Thesis

Students are required to complete a total of 33 credits, including a 9-credit core that provides a foundation in music production concepts, arranging, ear training, and global music business practices. Students select private lessons and ensembles to develop their own performance and musical skills. Additionally, they complete electives to advance their development of business and technology skills. Finally, they complete a Thesis: Music Production Plan in which they develop a marketing plan for recording their own music.

The Master of Arts, Global Entertainment and Music Business curriculum provides students with opportunities to study contemporary global entertainment and music business practices in corporate and entrepreneurial environments. Students select from two track options in either Management or Entrepreneurship. Moreover, the curriculum is designed to offer advanced applications in a practical and/or research-focused culminating experience.

Degree requirements are divided into the following categories:

1. Core Requirements
2. Track Options (Management or Entrepreneurship)
3. Electives
4. Culminating Experience

Students are required to complete a total of 33-36 credits, including an 18-credit core that provides a foundation in marketing, intellectual property, finance, leadership, ethics, economics, licensing and distribution.

The Master of Music, Contemporary Music Education curriculum provides students with opportunities to enhance their teaching skills and artistry. The primary focus of the curriculum is practice-based, providing educators with advanced skills and knowledge regarding the teaching and learning of music for an ever-changing K-12 environment. Moreover, the curriculum is designed to offer flexibility to students to select courses that address their individual needs as teachers and artists as well as the needs of those they teach.

Degree requirements are divided into the following categories:

1. Core Requirements
2. Teaching Music from a Contemporary Perspective
3. Music Literacy Applications
4. Electives
5. Culminating Experience

Students are required to complete a total of 33 credits, including a 9-credit core that provides a foundation in the history of music education, as well as best pedagogical practices, and leadership. Students will be prepared for teaching licensure.

The Master of Arts, Music Therapy curriculum provides students with opportunities to enhance their clinical and research skills. Students select from two track options to specialize in either research or integrative medicine. Moreover, the curriculum is designed to offer advanced applications and breadth and depth of professional competencies.

Degree requirements are divided into the following categories:

1. Core Requirements
2. Track Options (Research or Integrative Medicine)
3. Supportive Studies
4. Culminating Experience

Students are required to complete a total of 33 credits, including a 9-credit core that provides a foundation in research, clinical music improvisation, and global music therapy. The culmination of the degree includes options to allow students to integrate their growing expertise and experience. One option is research-based (thesis) and one option is practice-based (clinical project).

The Bachelor of Professional Studies, Music Business curriculum provides students with the opportunity learn about the analytical and professional skills needed to practice and advance in music business. Students will focus on the skills, concepts, and methodologies of music business models. They will learn to apply these models to the artistic management and entrepreneurial challenges of music and digital media. They will strengthen analytical and leadership skills, as well as written, oral and musical communication skills.

Students will complete 120 credits of study:

1. 30 credits in the major
2. 15 credits from a pool of specified recommended electives
3. 42 credits in liberal arts or general education requirements
4. 15 credits in core music studies
5. 18 specialization credits that will be made up of a pre-determined program of study as agreed upon by an academic advisor and the student, covering courses in the student's

chosen area of concentration. Specialization credits are unique to the Bachelor of Professional Studies degree. Students choose their area of emphasis with an advisor, and develop their own plan of study within certain parameters.

The Bachelor of Professional Studies, Music Production curriculum provides students with the opportunity to learn about the creation and production of recorded music and how to successfully complete recording projects that are typical of those found in contemporary professional recording and production environments. Students graduate from the program with a portfolio of professional-sounding productions and the analytical and professional skills needed to practice and advance in the music production profession.

Students will complete 120 credits of study:

1. 30 credits in the major
2. 15 credits from a pool of specified recommended electives
3. 42 credits in liberal arts or general education requirements
4. 15 credits in core music studies
5. 18 specialization credits that will be made up of a pre-determined program of study as agreed upon by an academic advisor and the student, covering courses in the student's chosen area of concentration. Specialization credits are unique to the Bachelor of Professional Studies degree. Students choose their area of emphasis with an advisor, and develop their own plan of study within certain parameters.

Tuition and Fees

Currently the cost for online continuing education is \$1300 per 3-credit course. Total cost for proposed undergraduate degrees will be \$52,000.00. Tuition for each proposed graduate program will be \$32,000 with a comprehensive fee of \$520 per semester.

RESOURCES AND BUDGET

Administration and Faculty

The proposed graduate programs will be administered by the newly created position of Dean of Institutional Assessment and Graduate Studies, and the undergraduate programs will be overseen the Dean of Continuing Education. The CE division works cooperatively with the other academic divisions of the college who are responsible for the development of the academic curriculum of the division

Faculty for the proposed new programs will be drawn from existing faculty. Berklee faculty includes professionals from diverse philosophical foundations, musical specialties, and teaching expertise. In non-performance based programs, at least two-thirds of the faculty hold terminal degrees. In performance-based programs, all primary faculty hold terminal degrees. Other faculty are qualified based not primarily on credentials but on experience as performing musicians. There are 242 full-time faculty and 321 part-time faculty.

Facilities

In preparation for the graduate programs, the college is undertaking one of its largest real estate developments to date at 168 Massachusetts Avenue, Boston, MA. The property is adjacent to the college's largest collection of buildings that includes most of the residence hall and classroom spaces as well as the Berklee Performance Center. The new building will include dorm rooms, a dining facility and a music technology center with recording studios.

Berklee College of Music's studios, labs, classrooms, and performance spaces emulate the conditions found in professional environments. Through continual upgrading of music technology applications, equipment, and facilities, the college ensures that students have access to the most effective resources to support their education.

Fourteen new practice rooms and several other large classroom spaces will be available in 2013 when recently purchased space at 1108 Boylston St, in Boston, MA presently under lease to a tenant, becomes available for Berklee use.

The addition of the proposed undergraduate programs will not require any additional facilities as these programs are providing entirely online.

Library and Information Technology

Berklee College of Music supports student learning, offering library and information resources through the Stan Getz Library, Learning Center and Media Center. Dedicated in 1998, the Stan Getz Library is committed to collecting and providing access to both electronic and print resources for music materials and to providing bibliographic, reference, and instructional support for Berklee's research, scholarly, and creative pursuits. The library provides access to printed materials relating to, and in support of, the curriculum at Berklee. The foundations of this print collection are music scores, music literature, music education materials, and music reference materials. The strengths of the library collections are the popular music score collection, including film music, artist folios, and jazz compilations; the music education collection, including instrumental methods; and the music therapy, music technology, and music business collections. Additionally, there are book collections, in both print and electronic formats, that support non-music academic disciplines, and a collection of periodicals, many of which are fully indexed in online magazine indexes, specifically selected to support Berklee's curricular needs. The Stan Getz Library is a member of the ProArts Consortium and the Boston Regional Library System and fully participates in interlibrary loan and document delivery throughout these consortia and the nation.

Students enrolled in the online undergraduate programs will have full access to the institution's library resources. The online courses are supported through the Moodle learning management system. This system, combined with a robust technical infrastructure, provides the functionality, performance, and scalability needed to support the proposed bachelor's programs. In addition, the CE division, which will oversee the proposed undergraduate programs, will continue to innovate the technology tools to enhance teacher/student and student/student communication, collaboration, and learning. Discussion threads and assignment feedback forums contain direct-record audio tools enabling instructors to elegantly record their feedback, critique, and narrate musical demonstrations that would otherwise be difficult to convey via a standard text-based forum. In addition, the system supports the submission of video-based assignments, allowing faculty to critique technique and overall performance. Courses may be synchronous or asynchronous as determined by the faculty.

Financial Resources

Budgets for the proposed undergraduate and graduate programs are provided in Attachment B.

PROGRAM EFFECTIVENESS

Berklee College of Music maintains a climate of multilevel and multimodal assessment. All academic programs are evaluated regularly through the college. Each of the proposed programs will be assessed through the Program Review Process, overseen by the College Curriculum Committee. This process is designed to review and ensure academic quality. Every

program in the college undergoes a complete review every three years. Additionally, new programs undergo a fast-track review after one year to determine if revisions need to be made. The focus of the review is to improve student learning, with a goal of identifying gaps and making revisions. The effort is on closing the loop and ensuring that assessment is connected to improvement. The review assesses the effectiveness of student learning; graduate and retention rates; as well as student support issues, financial issues, facility issues and more. The program review includes a focus on student satisfaction as well as student assessment of the courses and faculty

Students are asked to evaluate each and every course they take at Berklee. The student evaluation monitors the student's perception of the course content, technology used to deploy the course content, faculty participation, student interaction, most/least favorite aspects of the course, and the number of hours spent per week to complete the course work. There are opportunities for students to respond in a free-form manner, enabling Berklee to obtain as much information as possible from its students. The results of these assessments are used by faculty and academic departments to make ongoing improvements, and by the college in the Program Review Process.

In all of its assessment and evaluation processes, the college's ongoing articulation of its mission and efforts to strive towards its vision are kept central and are informed and influenced by results, with the goal on improvements to student learning and the student experience.

EVALUATION

External Review

The proposed program was evaluated by an external visiting committee composed of Judith Coe, D.M.A. , Associate Professor and Former Chair, Music & Entertainment Industry Studies Department, University of Colorado Denver; Robert Alan Cutietta, Ed.D., Professor and Dean, Thornton School of Music, University of Southern California; Donald Cusic, D.A., Professor, Curb College of Entertainment and Music Business, Belmont University; Natalie M. Włodarczyk, Ph.D., MT-BC, Assistant Professor, Music Therapy, Drury University; and Timothy Perry, D.M.A., Professor and Chair, Department of Music, Binghamton University (SUNY).

The Visiting Committee reviewed the petition and appendices in preparation for the site visit, which took place June 28 -30, 2012. During the visit, the Committee met with administrators, faculty, staff, and students. The criteria that guided the review were the standards currently utilized by the New England Association of Schools and Colleges, supplemented by the criteria of the Independent Institutions of Higher Education Standards, 610 C.M.R.

The committee was extremely impressed with the clarity of the proposals and the institution's planning process, including the institution's decision to postpone the launch of the proposed degrees to 2014. Overall, the general structure and content of the proposed programs are appropriate. The team felt the institution had the resources to support the proposed programs.

The committee recommended a careful review of all syllabi for all programs to reduce duplication of topics and to ensure that prerequisites are clearly indicated but did not request that syllabi be rewritten. Originally, the proposed Master of Music, Contemporary Performance Careers was entitled Master of Music, Contemporary Studio Performance, which the visiting committee felt was an inappropriate description of the program. The team felt that Berklee needed to either re-name the degree to reflect the common understanding in the discipline of "studio performance" or change the curriculum within the program to align with the title.

Institutional Response

The institution responded substantively to all of the visiting committee's recommendations. Berklee had developed a consistent process that will require all syllabi be submitted to the program director/chair or Dean six weeks in advance of the start of the semester. Berklee has changed the name of the Master of Music, Contemporary Studio Performance to Master of Music, Contemporary Performance Careers.

PUBLIC HEARING

The required public hearing will be held in the Board of Higher Education office on October 5, 2012.

STAFF ANALYSIS AND RECOMMENDATION

After a thorough evaluation of all documentation submitted, staff is satisfied that the proposed Master of Music, Contemporary Performance Careers; Master of Arts, Music therapy; Master of Arts, Global Entertainment and Music Business; Master of Music, Contemporary Music Education; Bachelor of Professional Studies, Music Production; Bachelor of Professional Studies, Music Business at Berklee College of Music meet the criteria set forth in 610 CMR 2.08(3) in the Degree-Granting Regulations for Independent Institutions of Higher Education, accredited by the New England Association of Schools and Colleges. Recommendation is for approval.

Attachment A: **Curriculum Outlines**

Program of Study – BPS Music Production

Required (Core) Courses in the Major (Total # courses required = 11)		
Course Number	Course Title	Credit Hours
BMPR101a or BMRP101b	Desktop Music Production for Mac or Desktop Music Production for PC	3
BMPR163	Music Production Analysis	3
BMPR162	Critical Listening	3
BMPR105	Audio Basics for Recording Engineers	3
BMPR130	Pro Tools 101	3
BMPR131	Pro Tools 110	3
BMPR215	Microphone Techniques	3
BMPR123	Mixing and Mastering with Pro Tools	3
BMPR188	Art of Mixing	3
BMPR321	Music Producer: From Pre-Production to Final Audio Master	3
BMPR495	Capstone/Directed Study	3
	Sub Total Required Credits	33
Specified Recommended Elective Courses (Total # courses required = 5)		
BMB110	Music Business 101	3
BMPR142	Audio Mastering Techniques	3
BMPR189	Audio Post Production for Film and Television	3
BMPR141	MIDI Sequencing Intermediate	3
BMPR262	Advanced Audio Ear Training for Mix Engineers	3
BMPR187	Live Sound: Mixing and Recording	3
BMPR173	Producing Music with Logic	3
BMPR186	Programming and Producing Drum Beats	3
BMPR102	Sound Design for the Electronic Musician	3
BMW170	Hip-Hop Writing and Production	3
BMPR195	Introduction to Game Audio	3
BMPR124	Advanced Mixing and Mastering with Pro Tools	3
BMPR164	Acoustics	3
BMPR410	Recording and Producing Vocals	3
	Sub Total Elective Credits	15
Core Music Studies (Total # courses required = 5) Select from below:		15
BME101	Music Theory 101	3
BME201	Music Theory 201: Harmony and Function	3

BME301	Music Theory 301: Adv. Melody, Harmony, and Rhythm	3
BME110	Getting Inside Harmony 1	3
BME111	Getting Inside Harmony 2	3
BME115	Basic Ear Training	3
BME120a	Harmonic Ear Training	3
BME150	Counterpoint	3
BME100	Berklee Keyboard Method	3
BME130	Arranging 1: Rhythm Section	3
<i>Specialization Courses (Total # courses required = 5)</i> Six courses in a given student's area of interest and professional development: music business, songwriting, arranging, orchestration, etc.		15
General Education Courses (Total # courses required = 14)		42
General Education Courses (Total # courses required = 14)		42
Arts and Humanities, including Literature and Foreign Languages		18
BME100	Artistry, Creativity and Inquiry Seminar	3
BMW115	Creative Writing Poetry	3
BME231	Art History 1	3
BME232	Art History 2	3
BME351	Music Criticism and Reviewing	3
BME305	The Language of Film and Television	3
Social Sciences		15
BME307	Music Cognition	3
BME165	Music History of the Western World	3
BME170	Rock History	3
BMB240	Business Communication	3
BMB221	International Economics and Finance	3
Mathematics and the Natural and Physical Sciences		6
BMPR301	2D & 3D Digital Animation	3
BMPR302	Game Design	3
BMPR150	Music Video Editing with Final Cut Pro	3
BMPR160	Sampling and Audio Production	3
Total credits for Core Music, Specialization Courses and, General Ed		75
Curriculum Summary		
Total number of courses required for the degree		40
Total credit hours required for degree		120

Program of Study – BPS Music Business

Required (Core) Courses in the Major (Total # courses required = 10)		
Course Number	Course Title	Credit Hours
BMB110	Music Business 101	3
BMB115	Music Marketing 101	3
BMB140A	The Future of Music and the Music Business	3
BMB160	Concert Touring	3
BMB170	Music Publishing 101	3
BMB180	Legal Aspects of the Music Industry	3
BMB190	Music Industry Entrepreneurship	3
BMB301	Business Leadership and Ethics	3
BMB395	Business Finance	3
BMB400	Capstone/Directed Study	3
Sub Total Required Credits		30
Specified Recommended Elective Courses (Total # courses required = 5)		
BMB125	Music Marketing: Press, Promotion, Distribution, and Retail	3
BMB135	Artist Management	3
BMB174	Online Music Marketing: Campaign Strategies, Social Media, and Digital Distribution	3
BMB175	Online Marketing Music with Topspin	3
BMB185	Copyright Law	3
BMB195	Music Supervision	3
Sub Total Elective Credits		15
Core Music Studies (Total # courses required = 5) Select from below:		15
BME101	Music Theory 101	3
BME201	Music Theory 201: Harmony and Function	3
BME301	Music Theory 301: Adv. Melody, Harmony, and Rhythm	3
BME110	Getting Inside Harmony 1	3
BME110	Getting Inside Harmony 2	3
BME115	Basic Ear Training	3
BME120a	Harmonic Ear Training	3
BME150	Counterpoint	3
BME100	Berklee Keyboard Method	3
BME130	Arranging 1: Rhythm Section	3
Subtotal core music credits		15

Specialization Courses (Total # courses required = 6) Six courses in a given student's area of interest and professional development: music business, songwriting, arranging, orchestration, etc.		18
General Education Courses (Total # courses required = 14)		42
	Arts and Humanities, incl. Literature and Foreign Language	15
BME100	Artistry, Creativity and Inquiry Seminar	3
BMW115	Creative Writing Poetry	3
BME231	Art History 1	3
BME232	Art History 2	3
BME351	Music Criticism and Reviewing	3
	Social Sciences	12
BME165	Music History of the Western World	3
BME170	Rock History	3
BMB240	Business Communication	3
BMB221	International Economics and Finance	3
	Mathematics and the Natural and Physical Sciences	15
BME225	Data Management and Statistics	3
BMPR101a or BMPR101b	Desktop Music Production for Mac or Desktop Music Production for PC	3
BMPR163	Music Production Analysis	3
BMP301	2D & 3D Digital Animation	3
BMP302	Game Design	3
Total credits for Core Music, Specialization Courses and, General Ed		75
Curriculum Summary		
Total number of courses required for the degree		40
Total credit hours required for degree		120

**Graduate Program Curriculum Outline
Master of Arts, Global Entertainment and Music Business**

Bridge Course (Total # of courses required = 1)		
Course Number	Course Title	Credit Hours
MB-510	Survey of the International Music Industry <u>Note:</u> A placement exam and students' professional experience will determine the need for this course	3
Major Required (Core) Courses (Total # of courses required = 6)		
Course Number	Course Title	Credit Hours
MB-550	International Marketing and Branding	3
MB-551	Business and Intellectual Property Law	3
MB-553	Accounting and Finance	3
MB-555	Globalization and Organizational Leadership	3
MB-557	Economics of Entertainment	3
MB-562	Entrepreneurship and Innovation	3
Electives (Total # of courses required = 3)		
MB-559	Publishing and Distribution	3
MB-561	Entertainment Management in Process and Theory	3
MB-563	Marketing Management	3
MB-564	Music, Media, and Society	3
MB-611	Emerging Entertainment Business Models	3
MB-613	The Science of Artist Management	3
MB-615	Online and Social Media Management	3
MB-617	Cross-Cultural Business Communication	3
MB-621	Operations of Live Entertainment	3
Culminating Experience (Total # of courses required = 1)		
MB-695	Culminating Experience	6
	Options: Project, Internship, or Directed Study	
	SubTotal # Core Credits Required	18-21
Elective Course Choices (Total courses required = 3) (attach list of choices if needed)		
	SubTotal # Elective Credits Required	9
Curriculum Summary		
	Total number of courses required for the degree	10-11
	Total credit hours required for degree	33-36 (depending on whether bridge course is needed)
Prerequisite, Concentration, Dissertation or Other Requirements:		

**Graduate Program Curriculum Outline
Master of Arts, Music Therapy**

Major Required (Core) Courses (Total # of courses required = 3)		
Course Number	Course Title	Credit Hours
MTH-510	Research Methods in Music Therapy	3
MTH-520	Clinical Music Improvisation	3
MTH-530	Global Music Therapy	3
Track Options (Total # of courses required = 3)		
Music Therapy Research Track		
MTH-550	Research Seminar I	3
MTH-551	Advanced Research Seminar	3
MTH-560	Culminating Project in Music Therapy	3
Music Therapy in Integrative Medicine Track		
MTH-552	Music Therapy Practice in Integrative Medicine	3
MTH-553	Music Therapy Practice in Conventional Medicine	3
MTH-560	Culminating Project in Music Therapy Proposal	3
Supportive Courses in Music (Total # of courses required = 3)		
MTH-615	Neuroscience Primer for Music Therapists	3
MTH-617	Music Technology for Music Therapists	3
MTH-619	Contemporary Music in Clinical Treatment	3
Culminating Experience (Total # of courses required = 1)		
MTH-695	Culminating Experience	6
	Options: Thesis or clinical project	
	SubTotal # Core Credits Required	33
Elective Course Choices (Total courses required = 0) (attach list of choices if needed)		
	SubTotal # Elective Credits Required	0
Curriculum Summary		
Total number of courses required for the degree		10
Total credit hours required for degree		33
Prerequisite, Concentration, Dissertation or Other Requirements: Music Therapist-Board Certified, bachelors degree in Music Therapy (or equivalent)		

**Graduate Program Curriculum Outline
Master of Music, Contemporary Music Education**

Major Required (Core) Courses (Total # of courses required = 3)		
Course Number	Course Title	Credit Hours
ME-510	Historical and Current Trends in Music Education	3
ME-520	Teaching Strategies for Contemporary Music Instruction	3
ME-530	Musical Leadership	3
<i>Teaching Music From A Contemporary Perspective (Total # of courses required = 2)</i>		
ME-556, ME-557, ME-558, ME-559	Advanced Pedagogical Practices: Steel Pan Ensembles, Mariachi Bands, Vocal Jazz Styles, Children's Music, Literature, and Poetry Connections	3
ME-563	Urban Music Education	3
ME-565	Technology Applications 1	3
ME-566	Technology Applications 2	3
ME-569	Pedagogy of Music Composition	3
<i>Music Literacy Applications (Total # of courses required = 2)</i>		
HR-511	Contemporary Harmony	3
ME-564	Contemporary Arranging for School Ensembles	3
PS-621	Topics in Improvisation	3
ET-511	Advanced Ear Training	3
<i>Culminating Experience (Total # of courses required = 1)</i>		
ME-695	Culminating Experience	6
	SubTotal # Core Credits Required	27
<i>Elective Course Choices (Total courses required = 2 or more, 6 credits total) (attach list of choices if needed)</i>		
MTH-510	Research Methods	3
ME-612	Global Music Artists and Ensembles	3
ME-614	Virtual Worlds and Visual Media in Music Instruction	3
ENDS-550	Contemporary Studio Ensemble	1
PIXX-550, PIXX-600, PIXX-650	Private Instruction/Recording Projects	3
	SubTotal # Elective Credits Required	6
<i>Curriculum Summary</i>		
Total number of courses required for the degree		10 (or more depending on electives)
Total credit hours required for degree		33
<i>Prerequisite, Concentration, Dissertation or Other Requirements:</i>		

**Graduate Program Curriculum Outline
Master of Music, Contemporary Performance Careers**

Major Required (Core) Courses (Total # of courses required = 3)		
Course Number	Course Title	Credit Hours
PS-520	Production Concepts for the Contemporary Performer	3
PS-530	Performing Musicians in the Global Economy	3
PS-619	Masters Performance Forum	3
Private Instruction/Recording Projects (Total # of courses required = 3)		
PIXX-550, 600, 650	Private Instruction/Recording Projects (each level taken once)	9 (3 credits per semester)
Ensembles (Total # of courses required = 3)		
ENDS-550	Contemporary Studio Ensemble (taken 3 times)	3 (1 credit per semester)
Electives (Total # of courses required = 2)		
AR-511	Contemporary Arranging	3
ET-511	Advanced Ear Training	3
HR-511	Contemporary Harmony	3
ME-556, ME-557, ME-558, ME-559	Advanced Pedagogical Practices: Steel Pan Ensembles, Mariachi Bands, Vocal Jazz Styles, Children's Music, Literature, and Poetry Connections	3
MB-615	Online and Social Media Management	3
MT-511	Music Technology for the Writer	3
PS-621	Topics in Improvisation	3
PS-623	The Triadic Chromatic Approach for the Performer	3
PS-625	Stage Performance Workshop	3
Thesis (Total # of courses required = 1)		
PS-695	Thesis: Music Performance Production Plan	6
Curriculum Summary		
Total number of courses required for the degree	12	
Total credit hours required for degree	33	
Prerequisite, Concentration, Dissertation or Other Requirements:		

Attachment B: **Budgets**

Berklee College of Music			
Bachelor of Professional Studies, Music Production and Music Business, Years 1-3			
	Year 1	Year 2	Year 3
REVENUE			
Tuition Revenue	\$1,225,000	\$3,977,028	\$8,069,152
Registration Fee Revenue	\$12,500	\$26,250	\$40,000
Application Fee Revenue	\$5,000	\$10,500	\$16,000
Scholarships Granted	-\$171,500	-\$547,833	-\$1,172,150
<i>Total Revenue</i>	\$1,071,000	\$3,465,945	\$6,953,002
EXPENSES			
Faculty Salary Expense	-\$248,750	-\$765,111	-\$1,472,208
Staff Salary Expense	-\$1,268,080	-\$1,393,825	-\$1,619,610
Marketing	-\$642,500	-\$764,825	-\$914,915
Facilities (Office furniture and equipment)	-\$70,000	-\$7,000	-\$7,000
General Administrative Costs	-\$470,170	-\$438,644	-\$518,118
<i>Total Expenses</i>	-\$2,699,500	-\$3,369,405	-\$4,531,851
Total Revenue Less Expenses	-\$1,628,500	\$96,540	\$2,421,151

Cost per student per program	
Cost of tuition (total program)*	\$109,587
Average cost per credit (based on 120 total credits per program)	\$913.22
Registration fee	\$250
Application fee	\$100
Total cost per student	\$109,937
* includes modest tuition increase per year	

BUDGET SUMMARY - GRAND TOTAL FOR ALL PROGRAMS
MASTER OF MUSIC - CONTEMPORARY STUDIO PERFORMANCE
MASTER OF ARTS - GLOBAL ENTERTAINMENT AND MUSIC BUSINESS
MASTER OF ARTS - MUSIC THERAPY
MASTER OF MUSIC - CONTEMPORARY STUDIO PERFORMANCE

One Time/ Start Up Costs*	Cost Categories	Annual Expenses			
		Year 1	Year 2	Year 3	Year 4
	Full Time Faculty (Salary & Fringe)	\$554,555	\$575,502	\$579,813	\$584,124
	Part Time/Adjunct Faculty (Salary & Fringe)	\$933,388	\$968,649	\$975,905	\$983,161
	Staff (Salary & Fringe)	\$873,088	\$879,676	\$886,268	\$892,856
	General Administrative Costs	\$293,644	\$305,112	\$316,912	\$329,184
\$91,688	Instructional Materials, Library Acquisitions	\$15,952	\$16,112	\$16,272	\$16,436
	Facilities/Space/Equipment**	\$0	\$0	\$0	\$0
	Field & Clinical Resources	\$0	\$0	\$0	\$0
	Marketing	\$14,416	\$14,992	\$15,592	\$16,216
	Other (specify)	\$0	\$0	\$0	\$0
	TOTALS	\$2,685,043	\$2,760,044	\$2,790,762	\$2,821,977

*Costs associated with development of graduate program curriculum.

**Unused capacity associated with existing facilities/space/equipment will be utilized in

administering Graduate programs.

One Time/ Start Up Support	Cost Categories	Annual Expenses			
		Year 1	Year 2	Year 3	Year 4
	Grants	\$0	\$0	\$0	\$0
	Tuition	\$3,601,500	\$3,745,560	\$3,895,381	\$4,051,197
	Fees	\$128,100	\$128,100	\$128,100	\$128,100
	Departmental	\$0	\$0	\$0	\$0
	Reallocated Funds		\$0	\$0	\$0
	Other (specify)	\$0	\$0	\$0	\$0
	TOTALS	\$3,729,600	\$3,873,660	\$4,023,481	\$4,179,297