

## Berklee Quality Assurance System for Master's Degrees

Berklee maintains a climate of multilevel and multimodal assessment. The college's strategic plan is assessed continuously with a thorough reevaluation on a three-year cycle. Master's programs offered in Valencia, Spain, will be evaluated as part of Berklee's comprehensive assessment process intrinsic to the strategic planning process. Each year the strategic planning steering committee reviews the progress and effectiveness of strategic initiatives. The steering committee reports its findings to president Roger H. Brown and the president's council. If necessary, revisions and adjustments are made.

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 program review assesses the effectiveness of student learning; graduate and retention rates; as well as student support, financial, and facility issues, and more.

Additionally, the Office of Faculty Development is planning new programming specifically for faculty involved in graduate teaching. Programming will include an orientation program for all faculty teaching in the graduate program, as well as seminars that explore the higher and different demands in teaching and learning required of graduate education. There will also be seminars and training on working with and supervising graduate assistants, a function that will be new to most Berklee faculty, as well as seminars on technology, working with a global student body, and other topics proposed by faculty. Development for graduate faculty will include a faculty exchange between the Boston and Valencia campuses. As appropriate, faculty will have the opportunity to teach at both campuses, share best practices, and learn from each other.

### Quality assurance system of the curriculum

The graduate programs offered in Valencia and Boston will be assessed, as are all of Berklee's academic programs, through the program review process, overseen by the graduate studies committee. The mission of the committee is to ensure integrity in academic programs and curriculum.

In ensuring that programs and courses are academically sound, comprehensive, and responsive to serving the college mission, vision, and the student experience, the graduate studies committee:

- (a) provides guidance and advocacy in the development, implementation, and maintenance of graduate academic programs and curricula in accordance with the philosophy, policies, and objectives of the college
- (b) encourages creativity and innovation in the development of academic programs and curricula

The graduate studies committee reviews and makes recommendations to the senior vice president for academic affairs regarding curricular and policy matters. The graduate studies committee, which oversees the program review, consists of:

- Dean, Institutional Assessment and Graduate Studies (chair)
- Vice President for Academic Affairs/Associate Provost
- Vice President for Curriculum and Program Innovation
- Dean, Berklee Valencia
- Dean, Professional Performance Division
- Dean, Professional Writing and Music Technology Division
- Dean, Professional Education Division

- Chair Representatives
- Program Director Representatives
- Faculty Representatives

Advisory members to be invited as needed: registrar (or designee), graduation coordinator, director for academic scheduling, Counseling and Advising Center representative, admissions representative, accreditation liaison, director of institutional research and assessment, and others where appropriate. The senior vice president for academic affairs will appoint members for a term of service lasting two years. Appointments are renewable.

### **Procedures for assessing and improving the quality of teaching and faculty**

The program review process focuses on student satisfaction and their assessment of the courses and faculty. Students are asked to evaluate each course they take. This 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 toward its vision are kept central and are informed and influenced by results, with the goal of improving student learning and the student experience.

For these purposes, the graduate studies committee undertakes the following responsibilities:

- Review graduate studies curricular and academic program proposals, including new programs and courses; changes in existing programs; changes in existing courses; deletion of courses; discontinuation of a program; new curricular policies or changes to curricular policies
- Make recommendations to the senior vice president for academic affairs
- Develop, review, and revise the graduate studies criteria and process for course and program, proposal development, submission, review, and approval
- Ensure compliance of graduate studies courses and programs with standards of excellence
- Review all graduate academic programs in accordance with the program review cycle, to ensure academic quality and improve student learning
- Make recommendations for improvements in education to the appropriate academic department or division
- Serve as a resource for the presentation of academic program and curriculum information in the bulletin and registration manual
- Serve as a resource regarding curricular issues for the college
- Develop graduate studies policies as needed

### **Procedure to ensure the quality of internships and interchange programs**

The offices of internships and study abroad, respectively, ensure the quality of practica and internships, as well as student international exchanges. As his/her experience comes to an end, each student completes a detailed evaluation, assessing his/her own learning, as well as the quality and value of the experience itself and of the host site. Representatives of the host site also complete a detailed evaluation, outlining strengths and areas for improvement. Representatives of the offices of internships and study abroad visit the sites regularly, meet with practicum Readers, and assess the quality of the experience for students.

At Berklee in Valencia, the International Career Center oversees the functioning of internships and student and teachers interchange. The main objective of the International Career Center will be to increase employment opportunities in the form of internships and full-time positions worldwide for Berklee College of Music students with a broad range of career and geographic interests. The staff of this office consists of:

- Coordinator of all tasks and activities related to the center. Specifically, the ICC coordinator will support the follow-up with companies where internships take place, as well as information management, event coordination, and coordination with Berklee in Boston.

- Employer relations manager: responsible for generating, building, and strengthening relationships with corporate partners within the music industry to identify, manage, and place Berklee students in internships and full-time positions.
- Admissions and international career officer: despite being under the broad supervision of the director of Valencia enrollment, this person also provides support to the director of the International Career Center in articulating internship agreements with music industry agents. Additionally, the admissions and International career officer provides support to the graduate selection committee.

Functions under responsibility of this office are divided into four lines of action

#### 1. Corporate relations

- Support the research of the music industry employment market to identify potential corporate targets.
- Assist in the launch of communication campaigns targeted at new music company targets worldwide with the objective of diversifying internship and full-time opportunities for the Berklee community.
- Assist the employer relations manager to develop ongoing relationships with music companies worldwide who have the potential for hiring Berklee graduates for internships and full-time job opportunities.
- When appropriate, support the organization of recruiting events and initiatives on campus to maximize recruiting exposure within the Berklee community.

#### 2. Job offers

- Interface with music company representatives to gather relevant information regarding internship or full-time job opportunities and post these in the relevant job portals and/or corporate databases for the Berklee community.
- Post opportunities, collect CVs, and schedule interviews and/or networking activities if necessary.
- Maintain updated records of music company activities.
- Support the statistical/employment information gathering and reporting regarding employment in internship and full-time positions.

#### 3. International Career Center liaison

- Liaise with the Office of Experiential Learning to communicate information about student internships, corporate information, student learning contracts and other support information the OEL needs to assign credits to specific student internships.
- Liaise with the Career Development Center and other related offices at Berklee College of Music in Boston to coordinate relevant information such as CDC tools and resources to support the job search process, and workshops, seminars, and company events to implement in the International Career Center.

#### 4. Administration

- Update records of meetings and interactions with company representatives and alumni within the corporate system.
- Ensure company and contact directory information is current.
- Ensure that students complete the internship and employment surveys and that employment data is captured in company files.

### **Procedures for analyzing employment of graduates and satisfaction with the training received**

Employability analysis and monitoring of satisfaction of graduates are included in a complex network of processes managed by the employer relations manager that have a wider scope: assessing the effectiveness of programs implemented through occupational choices obtained by graduates, as well as

analysis of satisfaction of the companies that hire them.

Depending upon the International Career Center, the main purpose of the employer relations manager is: To establish, grow, and maintain relationships with companies in the global music industry to increase employment opportunities for Berklee students; and to become the International Career Center liaison within Berklee College of Music, identifying and taking advantage of contacts from alumni, staff, faculty, etc.

These duties are articulated through four lines of action:

#### 1. Corporate relations

- Conduct ongoing research and analysis of the music industry employment market to identify potential corporate targets and develop targeted job search support materials.
- Launch communication campaigns to visit new music company targets worldwide and present Berklee College of Music's International Career Center services with the objective of attracting new internship and full-time job opportunities for Berklee students.
- Develop existing relationships with music companies worldwide who have the potential for hiring Berklee graduates for internships and full-time job opportunities.
- Manage music companies' hiring operations and optimize their recruiting activities within Berklee.
- Maintain updated records of meetings with companies.
- Identify interest for speaking engagements in Valencia within music company clients (visiting professors).
- When appropriate, organize recruiting events and initiatives on campus to maximize recruiting exposure within the Berklee community.
- Significant travel is required.

#### 2. Job offers

- Interface with music company representatives to determine the best strategy for presenting job and internship opportunities to the Berklee community.
- Facilitate connections between employers and appropriate candidates by posting opportunities, collecting referral CVs and scheduling interviews and/or networking activities if necessary.
- Prepare statistical/employment information gathering and reporting regarding employment in internship and full-time positions for Berklee management.

#### 3. International Career Center liaison

- Become the face of Berklee Valencia's International Career Center, managing internal (faculty, staff, students) as well as external (corporate contacts, alumni) stakeholders to identify and manage potential contacts for the benefit of the Berklee student community.
- Facilitate connections between alumni and appropriate candidates by posting opportunities, collecting referral CVs, and scheduling interviews and/or networking activities if necessary.

#### 4. Administration

- Together with the International Career Center Coordinator, ensure maintenance of updated records of meetings and interactions with company representatives and alumni within the corporate system.
- Ensure company and contact directory information is current.
- Ensure that students complete internship and employment surveys, journals, learning contracts, etc. and that employment data is captured in company files.

Students assess the experiences in terms of learning and the benefits to them academically and in terms of employability. A self-evaluation at the end of the experience asks students to comment in detail about the ways that the experience enhanced their employability skills. Site leaders are asked to assess the students as well in terms of employability skills gained from the experience.

### **Procedures for the analysis of satisfaction of the different groups involved (students, faculty, administration and services, etc.) as well as attention to suggestions and complaints**

All academic programs are part of the program review process (which is detailed at the beginning of this chapter). The program review process asks administrators and faculty to evaluate each program in terms of student learning, relationship to mission, employability, and more. Every program in the college undergoes a complete review in terms of student learning, consistency with Berklee's mission, employability, facility issues, as well as student services and staff support issues, etc.

### **Specific criteria applied in case of program termination**

As part of the program review process, if a program needs termination, that is noted in the program review. All students enrolled in the program would be taught out.

On the other hand, the affiliation agreement between the two institutions also reflects the commitment to provide programs leading to obtaining the titles while the agreement remains in effect—assuming the commitment to remain until all students can normally complete their studies. In any case, termination thereof by any cause, requires parties to allow that students with adequate academic achievement can finish their lessons.

### **Mechanisms to ensure transparency and accountability**

Berklee College of Music values integrity and is committed to ethical practice in all aspects of our work as well as to academic and intellectual integrity. All of the college's work is informed by the college's ethics guidelines. Information and transparency are key elements to the exercise of ethical practices, and center's website provides explanations to students, parents, and other members of the public with complete and accurate information that portrays the institution.

Berklee's contracts are consistent with the recommendations of the Good Practices in Contractual Arrangements developed by the regional accrediting commissions in 1997. The contracts clearly establish the nature of the services to be performed by each party, the financial arrangements, and the educational courses/programs included in the contract.

Additionally, Berklee participates in the Integrated Postsecondary Education Data System survey (IPEDS), depending on the National Center for Education Statistics. This institution collects information on all aspects of academic, economic, and management of higher educational institutions to process and prepare statistics, and make them publicly available. All data reported in IPEDS survey components become available in the IPEDS Data Center and appear as aggregated data in various Department of Education reports. Additionally, some of the reported data appears specifically for each institution through the College Navigator website. The purpose of this summary is to provide institutions with information concerning the activities of the center as well as the results of quality controls.