

MANAGEMENT REPORT 2018–2019

Master of Arts
Global Entertainment and Music Business

Berklee College of Music, Valencia Campus



Prepared by the Office of Institutional Research, Assessment, and Accreditation

Objective

The objective of the present document is to:

- Present a quantitative and qualitative analysis of the functions and results of the degree program
- Re-establish degree program goals, in response to the principal indicators
- Indicate changes made to the program to improve student learning and analyze the results of those changes
- Define objectives and actions to improve the program

Academic director of the degree: Emilien Moyon, Ph.D., Program Director, MA-GEMB

Members of the Academic Committee of the Degree

Name	Type	Category	Position
Maria M. Iturriaga	PAS	Dean	Dean of Academic Affairs
Tano Darías	PAS	Director	Director Of Academic Affairs
Ester Ruano	PAS	Senior Manager	Senior Manager of Academic Affairs
Emilien Moyon	PDI	PHD	Program Director MA-GEMB
Alexander Perrin	PDI	Professor	Faculty, Full-Time
Can Eltutar	Student	Student	Student Advisory Board
Stephen Bailey Heelan	Student	Student	Student Advisory Board

1. Analysis of the function and results of the degree

1.1 Quantitative indicators of the degree management program

1. Analysis of the function and results of the degree

Category	Indicator	Defined Goal	Result Academic Year 2018–2019
Teaching Activity	Weighted teaching activity indicator	80%	80%
	Doctorate PDI rate	20%	20%
	Full-time PDI rate	30%	33%
Research Activity	Weighted research activity indicator	20%	20%
Demand	Enrollment rate	85%	100%
	Supply and demand rate	275%	325%

2. Results indicators

Category	Indicator	Defined Goal	Result Academic Year 2018–2019
Teaching	Graduation rate	90%	97.5%
	Attainment rate	98%	98%
	Dropout rate	10%	2.5%
	Efficiency rate	105%	104%(*) ¹
Internationalization	Number of exchange students received	n/a	n/a
	Number of enrolled students who have done an academic exchange	n/a	n/a
	Percentage of graduate students who have done an academic exchange	n/a	n/a
Alternative definition of internationalization	Percentage of international students, students from countries other than Spain	95%	98%
Employability	Number of enrolled students who have done internships at a company	0%	0%
	Percentage of graduate students who have done internships in companies	30%	31%

3. Satisfaction indicators

Category	Indicator	Defined Goal	Result Academic Year 2018–2019
Faculty	Average satisfaction of the faculty with the management of the degree	95%	91%
Students	Average satisfaction of the students with the management of the degree	80%	92%
	Average satisfaction of the students with the teaching provided in the degree	80%	81%
Graduates	Average satisfaction of graduates with the education received	85%	79%

1.2 Analysis of the quantitative results of the degree

The results of each of the indicators for the degree defined in the System of Quality Management of Official Degrees of UPV [Universidad Politécnica de Valencia] are analyzed below

¹ Efficiency rate is higher than 100% because some students take elective courses beyond 60 ECTS

Level 1. Activity indicators of the degree

1. Teaching activity:

The Academic Committee of the Degree sees these results as favorable, as Berklee College of Music is a teaching institution, rather than a research institution. The work of the faculty is concentrated on teaching. Faculty meet together regularly to discuss teaching, pedagogy, student success and satisfaction. These discussions enable faculty to focus on students who are struggling and to strengthen teaching, as well as to make improvements in the curriculum as necessary. That 80% of faculty time is devoted to teaching is very positive for the institution and for the students.

2. Research activity:

Berklee is a teaching college rather than a research institution. That said, all of Berklee faculty are engaged in research or other professional and creative work. This is important in ensuring that faculty are up-to-date in their profession. Many Berklee faculty in the MA-GEMB program work on music industry events and festivals or are practicing music business professionals. This research and professional work means that they are able to offer students the latest insights to the industry. Faculty are evaluated each year based on their teaching, professional/research work, and college service. Faculty in the MA-GEMB department are engaged in research vital to the future of the music industry, including research that is shared at professional conferences and in professional journals.

3. Demand:

The demand for the MA-GEMB is very good, with a supply-demand rate of 325% and an enrollment rate of 100%, an increase from 85% in 2017–2018. In 2018–2019, the program had 130 applications, an increase from the 112 applications received for the 2017–2018 academic year. Of those, 40 students enrolled for the 40 student spots, providing for a vigorous and diverse cohort. The demand for the program is strong and is expected to continue to grow.

Level 2. Indicators of the results of the degree.

1. Teaching:

The graduation rate is 97.5%, with just one student who did not complete the program. The degree attainment rate is also very high—98%. Most students were able to earn the credits they attempted. The efficiency rate is 104%. This high rate is because students are allowed to enroll in courses above those required for the degree, especially in the field of music production. This provides an opportunity for students to diversify their skill sets, which, in result, increases their employability on the job market.

2. Internationalization:

This category does not apply to Berklee as the institution is an international school. Berklee's internationalization is very high: 98% of students are from countries other than Spain. Students in the 2018–2019 MA-GEMB class come from Albania, Brazil, Canada, Colombia, the Dominican Republic, Iceland, India, Italy, Korea, Mexico, Portugal, Russia, Turkey, the United States, and Spain.

3. Employability:

Employability has been achieved at a high level. Berklee has a strong focus on preparing students for careers. As presented in our spring 2019 report “Valencia Graduate Alumni after Berklee,” 94% of the responding master’s degree alumni work in the entertainment industry. Of these, 53% are employed, 37% are self-employed/freelance, and 4% report a combination of both. The spring 2019 survey indicates that 77% of GEMB alumni are employed and 15% are self-employed.

The International Career Center at the Berklee campus in Valencia is dedicated to providing students expert guidance, cutting-edge resources, and professional development experiences. Students work with advisors to build a career plan and engage in meetings with the industry. Master’s degree graduates are working in 47 different countries, and many are employed by some of the most important companies in the industry, including the Believe Digital, Google, iZotope, Royal Conservatoire, Spotify, Sweetwater, and TIDAL.

Students participate in important music industry conferences and festivals, where they interact with professionals and industry leaders. These conferences and festivals include: The Great Escape UK, in Brighton; Midem, in Cannes; and SONAR in Barcelona. They also have the opportunity to complete consulting projects with well-known companies like Sony Music and the Orchard through the Data Analytics in the Music Industry course.

Berklee students also host and organize important industry events. For example, in May 2019 students in the MA-GEMB partnered with students in the MM-CPPD program to host the second annual Musaico Festival, a daylong live music festival showcasing varied musical styles. This free event was organized by students, under the guidance of faculty, and involved a live audience. Additionally, students’ theses show their preparation to be industry leaders. Topics include:

- “The Hardest Way to Make an Easy Living: The Plight of the “Middle-Class” Artist,” a study seeking to define the “middle-class musician” and the effect of changes in the industry.
- “ROBACH,” a business plan for an artist management company that develops collaborations between artists in India and western countries.
- “Main Contemporary Challenges Faced by the Live Music Industry: A Survey with Professionals from Brazil,” a survey of challenges and solutions for those working in Brazilian live music.

All of these projects prepare students for work as leaders of the contemporary music industry.

Level 3. Satisfaction indicators of the degree

1. Faculty:

Faculty satisfaction with the management of the degree remains high—91% are satisfied or very satisfied. Faculty are engaged and committed to students.

2. Students:

The average satisfaction of students with the management of the program is 92% and with the teaching provided in the program is 81%. This is similar, if slightly lower, than the previous year, when 94% were satisfied with the management of the degree and 88% were satisfied with the program’s teaching. Additional surveys are conducted to measure specific aspects of students’ satisfaction. Students are asked to evaluate guest speakers weekly. We use the feedback to decide if guest speakers should be reinvited in the future or not. Finally, we organise a focus group with 10 students from the program at the end of the summer term. During the focus group, students have a two-hour discussion on the areas of the program that brought them the most value and the areas of the program that should be improved.

3. Graduates:

The average overall satisfaction of graduates of the program is 79%. This shows progress towards the goal of 85% from last year's rating of 69%. Berklee continues to engage in surveying with students and graduates to identify the areas of dissatisfaction and to make improvements, and we will again measure overall satisfaction in the next academic year.

1.3 Analysis of the scope/level of competencies

The acquisition of specific skills and knowledge are evaluated throughout the program by faculty, advisors and industry experts. As well, the scope of knowledge for both specific and general skills are evaluated by assessments specified in the educational guidelines of each class.

The program prepares students to succeed in the music industry. Students learn to

- Synthesize the language of the global music and entertainment industries;
- Evaluate and apply leadership models as tools for ethical decision-making;
- Apply effective promotion and marketing strategies;
- Synthesize research techniques applicable to the global music and entertainment industries;
- Synthesize intellectual property laws, with particular attention to rights licensing;
- Assess markets for emerging business models;
- Assess financial considerations in the commerce of music and entertainment in a global economy; and
- Forecast trends and gain expertise in the technology applications appearing in business environments.

Students reach these program competencies, first, through their course work. Required courses in music business finance, contract law, and creative entrepreneurship, for example, help students assess market and financial considerations.

Students also reach these competencies through their participation in professional conferences and festivals, as mentioned above, and through their own leadership and organizing of professional events.

Additionally, students master these competencies by completing their own unique thesis projects, which are overseen and guided by a committee led by a faculty member and staffed with other faculty and/or industry leaders. These research and creative thesis projects help students learn the program contents and competencies and develop as individuals ready to lead in the industry.

In the 2017 Modification Request, for which we received formal approval in April 2019, the competencies for the GEMB program were updated. The [revised competencies](#) were added to the GEMB program webpage.

1.4 Analysis of the actions proposed in previous reports

Academic Year	Improvement action implemented	Status	Results obtained	Observations
2018–19	Add a performance option to the program, including private lessons and ensembles.	Implemented	Added so that students who have an interest in business and performance can	Option added for 2018–19.

			take electives in both areas.	
2018–19	Change course title: MB-551 Contract Management and Entertainment Law should be MB-551 Copyright and Contract Management.	Implemented	Course title needed to be better aligned with curricular content.	Course title updated.
2018–19	Add an elective course focusing on the role of A&R.	Implemented	Students with an interest in A&R and artist development needed a course focused on this topic area.	Added elective course MB-626: A&R and Music Artistry.
2018–19	Add an elective course focused on opportunities in the global music market.	Implemented	Students needed a course focused specifically on industry globalization.	Added elective course MB-527: Global Music Distribution and Emerging Markets.
2018–19	Discontinue music marketing course	Implemented	Low demand for course; preference for new elective in A&R and music artistry	Course discontinued for 2018–19.

1.5 Analysis of complaints and objections of the interest groups

Results of indicators and students satisfaction surveys are discussed and addressed at two levels, the Valencia Academic Leadership Team, and the Academic Committee of the program.

1.6 Analysis of the latest evaluation reports of ANECA [Agencia Nacional de Evaluación de la Calidad y Acreditación (National Quality Evaluation and Accreditation Agency)]/AVAP [Agència Valenciana d'Avaluació i Prospectiva (Valencian Evaluation and Planning Agency)]

The Master's in Global Entertainment and Music Business received its formal reaccreditation notice from the Ministerio de Educación, Cultura y Deporte in May 2017. In addition, Berklee submitted a modification report to ANECA in April 2017, with the goal of implementing the changes in the 2018–19 academic year. This request included a new structure for the Master's in Global Entertainment and Music Business, based on modules (módulos) rather than courses (asignaturas). The goal was to implement the changes in the 2018–19 academic year. However, since the final approval was not received until April 2019, the changes will only be implemented for the 2019–20 academic year.

1.7 General qualitative analysis of the function of the degree

1. Strengths of the degree:

In the previous report, AVAP noted the quality of the content, the professional level of the instructors, and the international prestige as strengths of the degree. They also noted that the principal indicators of the Degree, Graduation Rate, Dropout Rate, Efficiency Rate, and Rate of Attainment are appropriate.

2. Weaknesses:

In their report, dated January 13, 2017, AVAP identified areas of improvement, which were addressed in the Modification Request submitted in April 2017. These include:

- Aligning course requirements
- Increasing the number of students admitted to the program to 40
- Making information publicly available online, including course descriptions, admissions criteria, and accreditation information.

As per the Modification Request, a new structure for the Master's in Global Entertainment and Music Business has been proposed. This structure is based on modules (módulos) rather than courses (asignaturas). The grid for this new structure is included in Appendix B.

In addition, the Boston and Valencia websites have been updated in order to include the requested information, such as [admissions criteria](#), [course descriptions](#), and [accreditation](#). A profile of who we are looking for is included on the [program's webpage](#).

AVAP also requested that information on students' culminating experience projects (Trabajos Fin de Master) as well as on their professional outcomes be available. A [page on careers](#) was created, so that students could see possible professional paths, and information on the Culminating Experience, including specific examples, is now included [online](#).

2. Proposals and improvements

2.1. Revision of goals established for indicators of the System of Quality Management of Official Degrees of UPV

Level 1. Activity Indicators

Category	Indicator	Current Goal	Proposed Goal
Teaching Activity	Weighted teaching activity indicator	80%	80%
	Doctorate PDI rate	20%	20%
	Full-time PDI rate	25%	30%
Research Activity	Weighted research activity indicator	20%	20%
Demand	Enrollment rate	85%	90%
	Supply and demand rate	275%	275%

Level 2. Results indicators

Category	Indicator	Current Goal	Proposed Goal
Teaching	Graduation rate	90%	90%
	Attainment rate	98%	98%
	Dropout rate	10%	10%
	Efficiency rate	105% ^(*) ²	105% ^(*)
Internationalization	Number of exchange students received	n/a	n/a
	Number of enrolled students who have done an academic exchange	n/a	n/a
	Percentage of graduate students who have done an academic exchange	n/a	n/a
Alternative definition of internationalization	Percentage of international students, students from countries other than Spain	95%	95%
Employability	Number of enrolled students who have done internships at a company	0%	0%

² Efficiency rate is higher than 100% because several students take elective courses beyond 60 ECTS

Percentage of graduate students who have done internships in companies	30%	30%
--	-----	-----

Level 3. Satisfaction indicators

Category	Indicator	Current Goal	Proposed Goal
Faculty	Average satisfaction of the faculty with the management of the degree	95%	95%
Students	Average satisfaction of the students with the management of the degree	80%	80%
	Average satisfaction of the students with the teaching provided in the degree	80%	80%
Graduates	Average satisfaction of graduates with the education received	85%	85%

Justification of the new goals set out:

These goals show our intention to maintain our improvements in key areas, especially in student satisfaction. They reveal the commitment of the program to improve, as well as to continue successful practices.

2.2. Objectives and actions to improve the degree

As a result of the analysis in the previous sections and the areas of improvement detected, the following objectives to improve the degree are defined, as well as the actions to be carried out in order to achieve them.

Proposed Academic Year	Improvement action	Status	Motivation
2019–20	Discontinue the performance elective options for students	In process	There is a lack of interest from students and little demand for these course options.

2.3. Suggestions for improving the Internal System of Quality Management of Degrees

Optionally, evaluate and propose suggestions for improving the quality assurance system of degrees.

Appendix A: Master of Arts – Global Entertainment and Music Business
Courses by Semester, Academic Year 2018–19

	Fall: Semester 1	Spring: Semester 2	Summer: Semester 3	Fall: Semester 4 (optional)
Required Courses (3 credits each unless otherwise noted/ECTS as noted)				
MB-551 Copyright and Contract Management (6 ECTS)	X			
MB-553 Music Business Finance (6 ECTS)	X			
MB-562 Creative Entrepreneurship (6 ECTS)	X			
MB-575 Music Business Seminar (1 credit/2 ECTS); take both fall and spring	X	X		
Practicum Courses (3 credits/6 ECTS each; choose 1; determines program concentration) MB-611 Entrepreneurship MB-621 Live MB-623 Record		X		
Elective Courses (choose 4; 3 credits/6 ECTS each unless otherwise noted) MB-550 Music Brands and Partnerships MB-555 Global Leadership and Management MB-556 Music Marketing MB-557 Economics of Creative Industries MB-559 Publishing, Licensing, and Distribution MB-563 Data Analytics in the Music Industry MB-613 The Science of Artist Management MB-614 The Art of Live Entertainment MB-615 Digital Marketing and Social Media Management MTI-543 Studio Video Music Production (5 ECTS) MTI-613 Electronic Dance Music Composition MB-626 A&R and Music Artistry MB-627 Global Music Distribution and Emerging Markets GS-595 Graduate Internship (1 credit/2 ECTS—NOTE: can be applied as elective, if taken during summer semester) Performance Electives (up to 8 credits) Performance electives are available to those selecting the performance option and take the place (or partial place) of the business elective courses above. This option requires prior approval of the Global Entertainment and Music Business and Contemporary Performance (Production Concentration) program directors. Students in the performance option may take up to two private lessons and two ensembles throughout the program. Total elective credits must equal 12. PIMM-550: Private Instruction 1 (3 credits) or PIXX-XXX: Private Instruction (1–2 credits) PIMM-600: Private Instruction 2 (3 credits) or PIXX-XXX: Private Instruction (1–2 credits) ENDS-550: Contemporary Ensemble or ENXX-XXX: Ensemble (1 credit)	X	X X	X	

Optional Electives (do not count in credit total of program) GS-510 Principles of Music Research (3 credits/6 ECTS)	X	X	X	
Advising (0 credits/0 ECTS) GS-500 Master's Advising	X	X	X	
Career Preparation (1 credit/2 ECTS) GS-503 Graduate Professional Development Seminar		X		
Optional Internship (1 credit/2 ECTS) GS-595 Graduate Internship (NOTE: can be applied as elective, if taken during summer)			X	X
Culminating Experience (6 credits/6 ECTS) MB-695 Culminating Experience			X	
Total credits: 31-34 credits with optional internship	13	11	7-9	1
Total ECTS: 60	26	22	14	2

Appendix B: Master of Arts – Global Entertainment and Music Business

Revised program grid, with asignaturas. New grid was submitted in the 2017 Modification Report and approved in April 2019

MU – Industria Global de la Música y el Espectáculo (Global Entertainment and Music Business) 2019-20				
Módulos	Materias	Trimestre	Asignaturas	Total Créditos
Módulo Troncal	Estructura de la Industria	1 (Fall)	MB-551 Contract Management and Entertainment Law,	12 ECTS
		1 (Fall)	MB-553 Music Business Finance	
	Emprendeduría	1 (Fall)	MB-562 Creative Entrepreneurship	10 ECTS
		1 (Fall and Spring)	MB-575 Music Business Seminar	
Módulo Optativas	Optatividad	3 (Summer)	MB-550 Music Brands and Partnerships	24 ECTS
		2 (Spring)	MB-555 Global Leadership and Management	
		1 (Fall)	MB-557 Economics of Creative Industries	
		2 (Spring)	MB-559 Publishing, Licensing, and Distribution	
		2 (Spring)	MB-563 Data Analytics in the Music Industry	
		1(Fall)	MB-613 The Science of Artist Management	
		1(Fall)	MB-614 The Art of Live Entertainment	
		3 (Summer)	MB-615 Digital Marketing and Social Media Management	
		3 (Summer)	MTI-543 Studio Video Music Production (5 ECTS)	
		2(Spring)	MTI-613 Electronic Dance Music Composition	
		2 (Spring)	MB-627 Global Music Distribution and Emerging Markets	
		3 y 4	GS-595 Graduate Internship (1 credit/2 ECTS—NOTE: can be applied as elective, if taken during summer semester)	
Módulo TFM	Practicum	2 (Spring)	MB-611 Entrepreneurship	8 ECTS

		2 (Spring)	MB-621 Live	
		2 (Spring)	MB-623 Record	
	<i>Culminating Experience</i> (TFM)	3 (Summer)	MB-695 Culminating Experience	6 ECTS
				60 ECTS