

List of candidates to be proposed by AEC to MusiQuE for the seat of MusiQuE Board member



Context

The MusiQuE Board is composed of 7 members appointed on the basis of proposals by the four organisations involved in MusiQuE: AEC [appointing 4 representatives including a student], the European Music Schools Union (EMU) [appointing 1 representative], Pearle*-Live Performance Europe (the Performing Arts Employers Associations League Europe) [appointing 1 representative] and the European Association for Music in Schools (EAS) [appointing 1 representative]. Information on the Board's role and responsibilities can be found [here](#).

The current composition of the MusiQuE Board can be found [here](#). A seat will become vacant from January 2022 onwards, as the following Board member will finish his second term soon:

- Gordon Munro, Royal Conservatoire of Scotland (2016-2018 and 2019-2021, Chair of the Board since January 2021)

Overview of the MusiQuE Board members' nomination process

- When a seat becomes vacant on the MusiQuE Board, an open call for applications is launched by the MusiQuE Office, including the criteria to be met by the candidates and disseminated to the AEC membership.
- Interested individuals submit their applications to MusiQuE Office by a given deadline, after which the MusiQuE Office prepares a compilation of applications.
- The MusiQuE Board considers the applications and pre-selects candidate(s). The compilation of applications and the MusiQuE Board's shortlist of candidates are submitted to AEC Council for feedback.
- **AEC Council prepares a draft recommendation, that has to be endorsed by the AEC General Assembly. The endorsed recommendation is communicated to the MusiQuE Board for final decision.**
- The MusiQuE Board selects and appoints the candidate(s). The selection procedure may include interviews. Although the MusiQuE Board considers the recommendation from the AEC Council, this recommendation is not binding.
- The MusiQuE Office informs the successful applicant and the AEC Council of the outcome.
- The mandate of the member of the Board begins from the following meeting of the Board.

The [call for applications launched in 2021 is downloadable here](#) and includes the selection criteria. In addition to these criteria, a balanced geographical representation and gender balance are sought in the composition of the Board.

List of applicants received by MusiQuE for the Board member seat (in alphabetical order)

Last name	First name	Country	Position, Institution
Bordin	Anna Maria	Italy	Professor of Piano and Research Coordinator, Conservatorio Niccolò Paganini, Genoa
Colman	Lies	Belgium	Artistic Director, Royal Conservatoire Antwerp, Antwerp
Peters	Julia	Germany	Quality Management and Programme Development, Musikhochschule Lübeck, Lübeck and Netzwerk Musikhochschulen

The motivation letters and curricula vitae of each applicant can be found hereafter as well as a letter of recommendation by the legal representative of the institution they are working with.

Recommendation from the AEC Council to the MusiQuE Board, which AEC GA is asked to endorse:
For the Board of MusiQuE, the AEC Council nominates the following candidates (in alphabetical order): [Anna Maria Bordin](#), [Lies Colman](#) and [Julia Peters](#).

After receiving the result of the AEC General Assembly endorsement process, the MusiQuE Board will select and appoint one of the shortlisted candidates for the seat of Board member. The selection procedure may include interviews.

Anna Maria Bordin
Motivation letter

To Whom It May Concern,

I am writing this letter to apply for the selection of a new member of the MusiQuE Board.

I am very familiar with tasks and mission of the National Agency for quality assurance in Italy (ANVUR). ANVUR cooperates with European and international institutions, as well as with foreign agencies and bodies evaluating procedures, results and outputs of institutions' management, teaching, research and technological transfer activities. As a disciplinary consultant I have had the opportunity to define criteria and methodologies for the assessment of institutions and programmes with a view to their periodic accreditation by the Ministry. I envisage this opportunity as significant to complete and implement my Italian experience with a similar European experience, to deal with realities and problems probably different from those I have faced.

I am very pleased to have this opportunity, because I perceive your organization as the leading one in proposing and developing shared values and strategies, to create a community of European, open, dynamic HME institutions. Furthermore, I believe that my educational background and the long experience in the Learning and Teaching field, both as a teacher and as a researcher, make me able of a broad and multifaceted vision of situations, with particular reference to the ability to welcome the voice of students in all the situations. I like to work in a team, and I am a good communicator, accurate and target-oriented, thanks to my experience in the Research field and as a team leader.

As requested, I am enclosing my CV, where you can find detailed information about my experience and skills. If you need any additional information or documents, don't hesitate to contact me by phone +39 3935182818 or e-mail annamariabordin@gmail.com.

Yours sincerely

Anna Maria Bordin

Recommendation letter



Ministero dell'Università e della Ricerca
Alta Formazione Artistica e Musicale

Conservatorio di Musica Niccolò Paganini - Genova
Istituto di Alta Formazione Musicale

MusiQuE - Music Quality Enhancement
c/o AEC
Avenue des Celtes / Keltenlaan 20
1040 Etterbeek, Brussels Belgium

Genoa, October 15, 2021

To the MusiQuE Board:

It is with great pleasure that I am recommending Anna Maria Bordin to you. I am the Director of the Conservatoire Paganini in Genova (Italy) and Anna Maria held the position of piano Professor from 2014, and Member of the Academic Board from 2020.

She would be a great asset to any activity, especially in the field of evaluation, for the integrity, correctness and knowledge of the regulations which distinguish her.

I believe that Anna Maria will be an excellent fit for the MuSiQue Board. If you have any further questions, feel free to contact me at direttore@conspaganini.it and I'll be happy to answer any questions.

Sincerely

Director
Roberto Tagliamacco

Firma digitale di ROBERTO TAGLIAMACCO
Data: 10/15/2021 09:43:16



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Codice Fiscale 80043230103 - Cod. Mecc. GEST010004
www.conspaganini.it
Direzione: direttore@conspaganini.it
Amministrazione: diramm@conspaganini.it

CV (abstract)

Personal information	
First name(s) / Surname(s)	Anna Maria BORDIN
E-mail	annamaria.bordin@conspaganini.it
Nationality	Italian
Date of birth	03.03.1962
Gender	female
Occupational field	Music teacher
Work experience	
Dates	From June 2021
	President of GATM (Group Analysis and Theory in Music)
	Member of the Board of RAMI (Italian Artistic Research in Music)
Dates	From november 2015
Occupation or position held	Piano Teacher, Research Delegate
Main activities and responsibilities	Learning, Teaching, Research activities ,member of the Academic Council 2020-21
Name and address of employer	Conservatory Paganini of Genoa
Type of business or sector	Higher Music Education
Dates	2011/14
Occupation or position held	Teacher
Main activities and responsibilities	Specialization Course "Theory and practice of music cognition"
Name and address of employer	University of Pavia
Type of business or sector	Third-level university education

Dates	From november 2007
Occupation or position held	Piano Teacher, member of the Administrative Council in the three-year period 2006/07 - 2008/09
Main activities and responsibilities	Teaching
Name and address of employer	Conservatory Vittadini of Pavia
Type of business or sector	Higher Music Education
Dates	2001.2005
Occupation or position held	Music Consultant
Main activities and responsibilities	Design and expand musical workshops for secondary schools
Name and address of employer	Education Department of the City of Turin
Type of business or sector	Organization and coordination
Dates	From november 1988
Occupation or position held	Piano Teacher and Director (1992/94)
Main activities and responsibilities	Teaching and organizational activity
Name and address of employer	Music School of Moncalieri (Turin)
Type of business or sector	Music Education
Education and training	
Title of qualification awarded	1982 - Scientific High School Diploma
Principal subjects/occupational skills covered	Scientific disciplines
Name and type of organisation providing education and training	Galileo Ferraris High School - Turin
Level in national or international classification	56/60
Title of qualification awarded	1984 – Diploma of Piano
Principal subjects/occupational skills covered	Piano repertoire
Name and type of organisation providing education and training	Conservatoire de Turin
Level in national or international classification	9,25/10
Title of qualification awarded	1989 – Zertifikat Deutsch als Fremdsprache
Principal subjects/occupational skills covered	foreign language
Name and type of organisation providing education and training	Goethe Institut - Turin
Title of qualification awarded	1990 – Konzertreifeiplom – Musik-Akademie der Stadt Basel
Principal subjects/occupational skills covered	
Name and type of organisation providing education and training	Musik-Akademie der Stadt Basel

Level in national or international classification	Sehr gut								
Title of qualification awarded	1996 – Post-Diploma Degree "Specialist in Piano Teaching"								
Principal subjects/occupational skills covered	Piano Teaching Methodology								
Name and type of organisation providing education and training	Academy "Incontri col Maestro" of Imola								
Title of qualification awarded	2010 – Post-Diploma Degree "Methodology of scientific research for musical education" –								
Principal subjects/occupational skills covered	Research methods								
Name and type of organisation providing education and training	Italian Society for Music Education								
Personal skills and competences									
Mother tongue(s)	Italian								
Other language(s)	Franch, English, German								
Self-assessment	Understanding			Speaking			Writing		
European level (*)	Listening		Reading		Spoken interaction		Spoken production		
Language	en	C1		B2		B1		B2	C1
Language	fr	C2		C2		C1		C1	B2
Language	ge	B1		B1		A2		A2	A1
	<i>(*) Common European Framework of Reference for Languages</i>								
Social skills and competences	Organizational skills, determination, self-motivated								
Organisational skills and competences	Leadership Good experience in project management								

Lies Colman
Motivation letter

October 4, 2021

MusiQuE – Music Quality Enhancement
Keltenlaan 20
B-1040 Brussels

Dear Sir, Madam,

Dear members of the selection committee,

I hereby apply with interest and enthusiasm for the position of Board Member at MusiQuE. I would like to take this opportunity to briefly explain my motivation and vision below.

After my studies in Law, Comparative Cultural Science and Music - specialisation Classical Piano - I focused intensively on my performing career as a pianist, in combination with a part-time teaching assignment at, among others, the Royal Conservatory of Antwerp (Belgium). In 2015 I took up my first management position in the same institute, as Artistic-Pedagogical Coordinator of the Educational Master of Music, and a year later I became a member of the Artistic Management of the Classical Music Programme.

In order to strengthen my strategic competences, I recently completed a two-year MBA programme focusing on Management and Leadership in Higher Art Education. In parallel, I conduct artistic doctoral research on the challenges associated with the contemporary competence profile of the performing musician. These trajectories have helped me to develop and implement a broad vision on the role of higher arts education: with regard to learning and teaching processes, professional requirements and societal integration. In this way, I try to contribute to a Higher Arts Education culture in which the improvement of pedagogical, artistic and corporate cultural quality is a continuous ambition.

I attach great importance to the role that Higher Arts Education Institutions play in the professional and in the social field, and am therefore very interested in the shaping of institutional missions in organisational and educational structures. This was an important reason for me to apply to be a peer reviewer at MusiQuE: on the one hand to learn, and contribute to the qualitative development of my own institute, on the other hand to contribute to the further development of higher art education in a broader context.

Being curious about the development of Quality Enhancement in our sector, the call for a new Board Member at MusiQuE drew my interest. I would welcome the opportunity to share my expertise and commitment as a Board Member. Of course, I am available to provide more information concerning my motivation and CV.

Yours faithfully,



Lies Colman

Recommendation letter



Att: MusiQuE Board

Antwerp, Octobre 4th 2021

Dear Madam, Sir,

With this letter I wish to express my support to the candidacy of Lies Colman as a candidate of the MusiQuE board.

Based on my experience at the Antwerp Royal Conservatoire, I can testify that Lies Colman has outstanding artistic, pedagogical and organizational competences. She combines artistic management and coordination tasks in the bachelor-master Classical Music programme and the Educational master programme. Mrs. Colman is active as a researcher in the Royal Conservatoire of Antwerp and runs a 4-year doctorate in interdisciplinary artistic practice.

In each of these assignments, she acts with vision and strength, investing in building good human relationships and inspiring collaborations with the teaching, research and student teams. She manages with a steady hand but with a lot of humanity and humor.

International involvement and cooperation are high on her agenda. Partly for this reason, she regularly participated as a panel member in visitations within higher art education, including at the request of MusiQuE.

Outside KCA, Lies is active as a pianist, especially in chamber music and interdisciplinary productions.

It is my personal conviction that Lies can make a substantial and positive contribution to the MusiQuE board.

With kind regards,

A handwritten signature in blue ink, appearing to read 'Stefaan De Ruyck'.

Stefaan De Ruyck

Dean

Koninklijk Conservatorium Antwerpen / Royal Conservatoire Antwerp

AP Hogeschool / AP University College

Desguinlei 25, B-2018 Antwerpen

Lies L. Colman

✉ info@liescolman.com

HIGHER ARTS EDUCATION MANAGEMENT

Professional Vision

- To lead, coach and support with expertise, respect and trust
- To stimulate and support creativity and entrepreneurship
- To build and strengthen a sustainable relationship between the arts and society
- To continuously enhance educational and institutional quality
- To link organizational strategy with concern for human and social well-being
- To develop and nurture an inspiring Learning & Teaching environment in resonance with local and international professional expectations

Languages

Dutch: native language
English: very good
French: very good
Spanish: basic

Personalia

- Mother of two sons: Oscar (*2003) and Sebastian (*2005) and partner of Jochem van den Boogert
- Keen traveller
- Former Touch Rugby player and Team manager Ghent Rugby Football Club
- Always up for a challenge

Miscellaneous

- MBA Thesis: The Responsibility of Higher Arts Education Institutions towards the Cultural and Societal Sustainability of the Arts
- Peer reviewer for MusiQuE Quality Enhancement in HAEI
- Acting Vice-president Academic Council De Kunsthumaniora Antwerp
- Member MUSAE: European Partnership on Multidisciplinary Skills for Artists' Entrepreneurship
- Member LOTUS: European Partnership on Leadership and Organisation for Teaching and Learning at European Universities
- Regular speaker at conferences (LATIMPE, EAS, ELIA, Articulate, EPARM...)

Professional Experience

Artistic Director

2015 - PRESENT | ROYAL CONSERVATOIRE ANTWERP (RCA)

- Classical Music Programme, Spec. General Cultural Training, Music Theory Training, Research, Composition
- Educational Master Programme, Spec. Music: Composition, Instrumental and Vocal Programmes, Conducting, Jazz
- Chair of Classical Music Section Leaders
- Development of didactic vision and curriculum on Cultural and Societal Sustainability of the Arts
- Interdisciplinary collaborations and project development

(Doctoral) Researcher in the Arts

2018 - PRESENT | UNIVERSITY ANTWERP & RCA

- Spec.: Interdisciplinarity and Higher Arts Education
- Doctoral thesis: 'Connecting the Dots: Designing a unifying model for traditional and contemporary music performance praxis'

Pianist and Performer

2006 - PRESENT | FREELANCE

- Soloist
- Chamber Musician
- Opera and Lied Répétiteur
- Interdisciplinary Performer

(Guest) Professor Piano, Masterclasses & Lecturer

2010 - PRESENT | FREELANCE & RCA

Education and Training

Master in Business Administration

2020-21 | UNIVERSITY OF CHICHESTER & LONDON GRADUATE SCHOOL

Level 7 in Strategic Business and Leadership

2019-20 | LONDON SCHOOL OF INTERNATIONAL BUSINESS

Master in Music, Spec. Classical Piano

2001-06 | ROYAL CONSERVATOIRE ANTWERP

Master in Comparative Cultural Science

1998-00 | GHEENT UNIVERSITY

Bachelor at Law

1996-98 | UFSIA - ANTWERP UNIVERSITY

Pedagogical Degree

2009-11 | CVO KISP

Julia Peters
Motivation letter

Motivation letter

I am applying for the position as a board member of MusiQuE because, as a studied violinist and music educator on the one hand and as a university and science manager on the other hand, I bring both the practice-oriented perspective and a profound knowledge regarding national and European framework conditions for the higher education system. I would like to use the synergy potential of this double qualification to help shaping the dialogue on quality development at music universities across regional and national borders and to learn from and with each other in dialogue. Intercultural work is a major point of interest for me, simultaneously it is always an extension of my own horizon.

As part of my work as a research assistant in the Network of Universities of Music, I was responsible for conducting cross-university peer review processes and was able to get to know the variety of approaches to the design of courses and the structural set-up of universities of art and music within the framework of these exchange formats, which were thematically very different. I also played a leading role in the development of an audit procedure specific to colleges of music that systematically interlinks process analysis, evaluation and dialogue-oriented procedures.

To expand my competence profile, I started the part-time MBA program "Higher Education and Science Management" in the summer semester of 2020 and use the expertise gained in the context of my work at MHL in the further development of quality assurance and development procedures. In doing so, I always have the variety of the national and international higher education and science system in mind and know how to pick up aspects and impulses and transfer them to our type of higher education institution. As a member of the German Society for Higher Education Didactics (dghd), I always act in line with multiple current science-oriented discourses on higher education didactics.

For me, target group-oriented human resources development is an essential component of a good quality management system. In order to not only adapt existing concepts here, I am currently working on this topic from a scientific perspective as part of my master's thesis. A special focus is on the design of an onboarding program.

The guiding principle in my work in the fields of quality management and program development is a consistently conceived student-centeredness that enables students to develop into individual (artist) personalities. This requires an appropriately designed learning environment, overcoming disciplinary boundaries, anticipating developments in artistic and music pedagogical professional fields, enabling and supporting cross-disciplinary research, and anchoring socially relevant topics in curricula.

My strengths include a strong ability to work in a team coupled with a keen interest in networking. I enjoy developing and implementing – even unconventional – ideas, have internalized lifelong learning as a concept. Accordingly I approach new tasks with great curiosity and creativity. Furthermore, an open and appreciative culture of dialog and the joint pursuit of self-imposed objectives both are of central importance to me.

Recommendation letter



Dear Linda,

I can unreservedly recommend Ms Julia Peters as a board member of MusiQuE. I got to know her as an employee of the Network of Music Universities for Quality Management and Teaching Development (Netzwerk Musikhochschulen). There, the studied violinist and music teacher quickly and thoroughly familiarised herself with the complex tasks of a network of eleven conservatoires all over Germany. Since 2020, Ms Peters has been in charge of quality management and programme development at the University of Music Lübeck and has already been able to set important accents in both programme development and personal development. In addition, she is centrally involved in the accreditation processes at our University. She is a competent discussion partner for concrete questions and challenges in quality management, but also for strategic considerations in this field. She would be able to professionally cover and deal with important aspects on the MusiQuE board.

Kind regards

Prof. Rico Gubler

Julia Peters

QUALITY MANAGEMENT | COURSE DEVELOPMENT | VIOLIN

Julia.peters@mh-luebeck.de

EXPERIENCE

01.05.2020 - TODAY

QM & STUDY PROGRAM DEVELOPMENT, LÜBECK UNIVERSITY OF MUSIC

- Preparation and follow-up of accreditation procedures
- Further development of the quality management department
- Development of a music college-specific personnel development concept
- Implementation of strategic workshops and retreats in the context of study program development
- Advisory function for university management and teaching staff in questions of strategic course development
- Maintenance and expansion of network relationships
- Content-related collaboration in Network 4.0

NOVEMBER 2020 - TODAY

PEER REVIEWER, MUSIQUE

01.02.2019 – 30.04.2020

RESEARCH ASSOCIATE, NETWORK OF MUSIC ACADEMIES - UNIVERSITY OF MUSIC DETMOLD

Central Coordinator of the Competence Field „Wechselseitige Begutachtung“ (Peer Review)

- Project management of inter-university peer review procedures
- Conception and implementation of inter-university workshops and conferences

01.10.2010 – 31.12.2018

LECTURER, BIRKLEHOF BOARDING SCHOOL

- Direction Birklehof concert series;
- Development and management of the chamber music profile
- Development of cooperation projects with the Freiburg University of Music
- Orchestral conducting

OCTOBER 2004 - 31.08.2009

LECTURER, HAMBURG CONSERVATORY ACADEMY AND MUSIC SCHOOL

- Lecturer for methodology and didactics of high strings
- Lecturer for literature high strings
- Head of Department Instrument Carousel
- Lecturer for violin and viola
- Juror Competition Jugend Musiziert
- Lecturer for string classes at grammar schools

FEBRUARY 2004 - JUNE 2004

STAY ABROAD IN CHILE, FUNDACION ORQUESTAS JUVENILES E INFANTILES

Lecturer for violin and viola, supervision of 12 youth orchestras

Seminar concepts methodology and didactics for strings

AUGUST 2002

STAY ABROAD IN SOUTH AFRICA, INTERNATIONAL CLASSICAL MUSIC FESTIVAL OF SOUTH AFRICA

Lecturer for violin and viola, coach of various youth orchestras in Cape Town, Pretoria and Johannesburg

2000 - TODAY

FREELANCE MUSICIAN AND INSTRUMENTAL TEACHER

- Director and initiator of various instrumental pedagogical projects
- Concert activity as soloist and chamber musician at home and abroad (among others with Prof. Michael Hartmann (Hochschule München), Prof. Jacques Ammon (HMT Leipzig), Anne Hinrichsen (ZHdK) a.o.)
- Collaboration with the cabaret artist Andreas Rebers (Until 2015)

EDUCATION

01.03.2020 - PROBABLY MARCH 2022

MBA HIGHER EDUCATION AND SCIENCE MANAGEMENT, OSNABRÜCK UNIVERSITY OF APPLIED SCIENCES

Previous grade point average in completed compulsory course: 1.5

Currently:

- writing the Master's thesis on the topic of *human resource development at music universities*
- Attendance of the module: *Research and Innovation Management*

FEBRUARY 2005

DIPLOMA IN MUSIC EDUCATION, UNIVERSITY OF MUSIC LÜBECK

- Class of Prof. Maria Egelhoff
- Diploma thesis 1,0 (Topic: Instrumental teaching in developing countries - exemplified by the example of Chile)
- Scholarship holder of the Possehl-Foundation Lübeck (for the preparation of the diploma thesis)

OCTOBER 1997 - FEBRUARY 2002

ARTISTIC EDUCATION, MAIN SUBJECT VIOLIN, HFMT HAMBURG

Class Prof. Albrecht Breuninger

JUNE 1997

ABITUR, JOHANNEUM ZU LÜBECK - GRAMMAR SCHOOL WITH MUSIC BRANCH

concertmaster of the symphony and chamber orchestra

Conception and project management "Soloist Concerts"

Performance subjects: Music and French

Julia Peters received lessons from Prof. Sebastian Hamann (HfM Freiburg) until 2016.

»

ADDITIONAL QUALIFICATIONS

- Languages: German (mother tongue), English (very good), Spanish (good), French (basic knowledge).
- Extensive knowledge in project management
- Knowledge of qualitative and quantitative research methods
- Moderation skills

ACTIVITIES

Participation in various advanced training courses, workshops and conferences at music academies

Participation in various master classes, including Artemis Quartet, Prof. Serge Collot, Prof. Christiane Edinger, Prof. Gerhard Hamann