

As in the previous year, the five following overarching objectives (which apply to all 4 pillars of the [Strategic Plan 2016-2021](#)) remain pivotal to the Action Plan 2021:

**1. Creating framework conditions for trusting, transparent and legally compliant interpersonal communication that enables fair and reliable power relations;**

Actions planned in 2021	Office member(s) in charge	WG in charge	Context / Perspective
<i>Holding and streaming the first Stakeholder Assembly meeting with the <a href="#">PRihME project</a></i>	<i>Barbara</i>	<i>PRihME Steering Committee and Assembly Working Group</i>	<i>Collecting views on power relations from 50 participants with different positions, background and ideas</i>
<i>Continuing SMS WG 2 activities as defined in the SMS application for year 4</i>	<i>Alfonso</i>	<i>SMS WG2 Diversity, Identity, Inclusiveness</i>	<i>See below for specific actions</i>

**2. Promoting student-centred and collaborative practices of learning and teaching;**

Actions planned in 2021	Office member(s) in charge	WG in charge	Context / Perspective
<i>Bringing the first outcomes of the SMS WG 5 both to the other SMS WGs (in particular the Student WG) and to the AEC community as a whole</i>	<i>Stefan</i>	<i>SMS WG5</i>	<i>See below for specific actions</i>
<i>Investigating the possibilities of promoting student-centred learning through the use of digital tools [increased importance due to COVID outbreak]</i>	<i>Stefan</i>	<i>SMS WG5 &amp; 6, in cooperation with Erasmus+ SP projects, such as SWING, RAPP LAB etc.</i>	<i>See also overarching objective 4</i>

**3. Making AEC more environment-friendly and sustainable both in its operations and through encouraging its members to contribute and to share their experience with each other (AEC goes green);**

Actions planned in 2021	Office member(s) in charge	WG in charge	Context / Perspective
<i>Establishing a working group in charge of finalising the AEC Goes Green Plan and coordinating its implementation</i>	<i>Barbara</i>	<i>To be established</i>	<i>First steps towards an AEC sustainability strategy</i>
<i>Producing the 2021 annual monitoring report on Carbon Footprint and analysing evolution since 2020</i>	<i>Barbara</i>		<i>Based on the <a href="#">Statement on AEC and environmental sustainability</a></i>
<i>Sharing examples of good practice through social media platforms</i>	<i>Barbara &amp; Chiara</i>		<i>Based on the <a href="#">Statement on AEC and environmental sustainability</a></i>

**4. Promoting digitisation and entrepreneurship to strengthen Music HEI graduates' employability;**

Actions planned in 2021	Office member(s) in charge	WG in charge	Context / Perspective
<i>Continuing SMS WG 3 and 6 activities</i>	<i>Paulina</i>	<i>SMS WG 3 and 6</i>	<i>See below for specific actions</i>
<i>Bringing SMS WG 3 and 6 in closer contact with existing projects addressing these matters in HME (such as e.g. DEMUSIS, News in Map)</i>	<i>Paulina, Stefan</i>	<i>SMS WG 3 and 6</i>	<i>Joint actions and presentations at AEC events</i>
<i>Further exploring online communication and Learning&amp;Teaching tools [increased importance due to COVID outbreak]</i>	<i>Stefan</i>	<i>SMS WG 5 and 6</i>	<i>Strengthening collaboration with SWING, LoLa and external players in the field</i>

5. Enhancing the societal relevance of Music HEIs through e.g.

- enabling a wider access to music education and cultural participation;
- making music a trigger point to shape a European identity;
- empowering Higher Music Education graduates to contribute to the creation of economic value;
- promoting arts and cultural awareness for all European citizens.

Actions planned in 2021	Office member(s) in charge	WG in charge	Context / Perspective
<i>Continuing SMS WG 1 and 2 activities</i>	<i>Linda, Alfonso</i>	<i>SMS WG 1 and 2</i>	<i>See below for specific actions</i>
<i>Further implementing the <a href="#">European Agenda for Music</a> (EAM)</i>	<i>Stefan</i>	<i><a href="#">SCHEME (Steering Committee for the Harmonisation of the European Music Education)</a></i>	<i>In collaboration with EMC through webinars and presenting at EAS / EMU events</i>
<i>Strengthening collaboration with <a href="#">AEC partner organisations</a> for joint advocacy action</i>	<i>Stefan</i>		<i>See Pillar 3 below.</i>

## Intended actions (by pillar):

### Pillar 1: Enhancing quality in Higher Music Education

AEC will

Actions planned in 2021	Office member(s) in charge	WG in charge	Context / Perspective
<ul style="list-style-type: none"> <li>• continue to collect and disseminate innovative practice, in particular in the fields explored by the SMS Working groups (WGs) and the AEC platforms</li> </ul>	(see below)	(see below)	as defined in the SMS work plan
<ul style="list-style-type: none"> <li>○ develop innovative approaches and formats of Artistic Research (AR)</li> </ul>	Sara Stefan	EPARM WG	to be addressed in discussion groups at the EPARM meeting and followed up
<ul style="list-style-type: none"> <li>○ encourage members to familiarise students with artistic research at Bachelor level</li> </ul>	Sara Stefan	EPARM WG & Student WG	bringing Student WG and EPARM together at the EPARM meeting
<ul style="list-style-type: none"> <li>○ explore joint activities of EPARM and the SMS Learning &amp; Teaching WG</li> </ul>	Stefan	EPARM WG SMS WG5 on L&T	strengthening collaboration between AR and L&T as part of a long-term AEC strategy
<ul style="list-style-type: none"> <li>○ collect and share practices on student-centred learning methods and collaborative practices from students across European music HEIs and develop and test new methods</li> </ul>	Stefan Barbara	SMS WGs 5 (L&T), 6 (Digitisation), 7 (Student WG)	educating creative, reflecting and communicating musicians/cultural workers
<ul style="list-style-type: none"> <li>○ explore practices in relation to entrepreneurship models</li> </ul>	Paulina	SMS WG 3 (Entrepreneurship) in collaboration with WG 5	Practices to be shared through a specific App as well as during workshops and bootcamps for students and teaching staff
<ul style="list-style-type: none"> <li>○ explore the integration of diverse musical genres and cultures into European Music HEIs</li> </ul>	Alfonso	SMS WG 2 (Diversity, Identity, Inclusiveness)	to be addressed in workshops at PJP and EPARM platforms and followed up

<ul style="list-style-type: none"> <li>○ collect practices on the use and the needs of digital learning material, distance learning and musical interaction tools [increased importance due to COVID outbreak]</li> </ul>	Stefan	SMS WG 5 and 6	[This action includes new activities triggered by COVID experience]
<ul style="list-style-type: none"> <li>• continue to disseminate outcomes from previous projects which support the work of HME institutions (such as the AEC Learning Outcomes)</li> </ul>	Linda Chiara		
<ul style="list-style-type: none"> <li>• encourage all AEC members to reflect on how HME may be conceived for the 21st century and debate fundamental principles and values for HME and HMEIs, with the aim to establish and embed appropriate change</li> </ul>	Linda	SMS WG 1	
<ul style="list-style-type: none"> <li>• develop a register of experts with regard to innovative practices in artistic practice, learning &amp; teaching and research &amp; innovation in order to provide advice to AEC members upon demand</li> </ul>	Linda		
<ul style="list-style-type: none"> <li>• continue the cooperation with <a href="#">MusiQuE - Music Quality Enhancement</a> in relation to quality enhancement and coordinate feedback from AEC members on the revised MusiQuE Standards</li> </ul>	Linda		
<ul style="list-style-type: none"> <li>• continue to organise international events for its members and further develop ways in which AEC events can be offered digitally [increased importance through COVID]</li> </ul>	Paulina (PJP) Sara (EPARM, EMP, IRC, Congress)	PJP, EPARM, EMP and IRC WGs Congress Committee	EPARM was postponed from 2020 to 2021 and will be fully held online in 2021 Early music Conference Trossingen Oct 21 Other events to be organised digitally
<ul style="list-style-type: none"> <li>• explore how AEC could offer a catalogue of (online) training sessions for leaders, staff and students [increased importance through COVID]</li> </ul>	Linda		

<ul style="list-style-type: none"> <li>further develop the <a href="#">European online application system for ERASMUS programme (EASY)</a> especially concerning the integration with the system Erasmus Without Paper (EWP) while working on its self-sustainability [increased importance through COVID]</li> </ul>	Sara	EASY WG	
<ul style="list-style-type: none"> <li>explore actions to be undertaken based on the Reflection Paper produced by the International Relations Coordinators</li> </ul>	Sara	IRC WG	[This action includes new activities triggered by COVID experience, such as:] Help members to reshape their international approach and keep international connections active
<ul style="list-style-type: none"> <li>join relevant AEC members' projects and project applications and provide advice and guidance on potential cross-border activities</li> </ul>	Stefan Sara Linda N.N.	n.a	on demand

## Pillar 2 Promoting participation, inclusiveness and diversity

AEC will

Actions planned in 2021	Office member(s) in charge	WG in charge	Context / Perspective
<ul style="list-style-type: none"> <li>promote participation of less active members and regions in AEC activities and events [increased feasibility with the move to online events due to the COVID outbreak]</li> </ul>	Sara Paulina Chiara		
<ul style="list-style-type: none"> <li>enhance the diversity of musical genres in AEC's own activities and communication</li> </ul>	Stefan Chiara		
<ul style="list-style-type: none"> <li>promote diversity by encouraging institutions to develop their own specific profiles</li> </ul>	Alfonso Stefan	SMS WG 1 and 2	WG2 is preparing its second publication on how to make Music HEIs more diverse

<ul style="list-style-type: none"> <li>hold the first Stakeholder Assembly to explore and define what is understood as power relations in HME institutions</li> </ul>	Barbara	PRIME Assembly WG	
<ul style="list-style-type: none"> <li>support the establishment of a network of higher music education students in Europe</li> </ul>	Barbara	SMS Student WG	
<ul style="list-style-type: none"> <li>continue to collect good practice from student representation organisations and to provide advice to student representation organisations across Europe</li> </ul>	Barbara	SMS Student WG	
<ul style="list-style-type: none"> <li>further develop student participation in SMS WGs, AEC events WGs and AEC Council</li> </ul>	Barbara, Stefan	SMS Student WG	

### Pillar 3: Strengthening partnership and interaction with stakeholders

AEC will (continue to) cooperate with the following partners in the following areas:

Partners and issues to advocate on	Office member(s) in charge	WG in charge	Context / Perspective
<ul style="list-style-type: none"> <li>with ELIA, CILECT, CUMULUS, ENCATC, EAAE on shared issues in the field of Higher Arts Education and related HE areas (e.g. Advocacy, Learning &amp; Teaching, AR, Arts Education &amp; STEAM, mutually contributing to events)</li> </ul> <p><b>[Additional area of focus due to COVID outbreak]:</b> help the sector recover from the Covid crisis</p>	Stefan	among others: SCHEME, Artistic Research Task force	joint initiatives addressing political decision makers
<ul style="list-style-type: none"> <li>with EUA, EURASHE, EUF to promote a joint higher education policy at European level;</li> </ul> <p><b>[Additional area of focus due to COVID outbreak]:</b> help the HE sector recover from the Covid crisis</p>	Stefan and Office		regular meetings intermediate results of the LOTUS project

<ul style="list-style-type: none"> <li>with EMU and EAS to maintain and further develop the strong cooperation with the levels and branches of the music education sector</li> </ul> <p>[Additional area of focus due to COVID outbreak]: help the music education sector recover from the Covid crisis</p>	Stefan	SCHEME	linking back to EMC the joint agenda on music education
<ul style="list-style-type: none"> <li>with EMC and IMC to promote and implement a European Agenda for Music</li> </ul> <p>[Additional area of focus due to COVID outbreak]: help the sector recover from the Covid crisis</p>	Stefan		
<ul style="list-style-type: none"> <li>with EJNI, IMZ, PEARLE*, Opera Europa, REMA and other organisations dealing with music performance and music management issues on a European level (e.g. joint projects, mutually contributing to events)</li> </ul> <p>[Additional area of focus due to COVID outbreak]: help the sector recover from the Covid crisis</p>	Stefan & Office	e.g. Early Music Task Force Erasmus+ SP projects on Opera	
<ul style="list-style-type: none"> <li>with NASM, SEADOM and CMS, CLAEM and ALAEMUS, ISME and WAAE and other partner organisations acting at international level beyond Europe (including the ambition to make new contacts and partnerships at this level)</li> </ul> <p>[Additional area of focus due to COVID outbreak]: help the sector recover from the Covid crisis</p>	Stefan		regular meetings, mutually involving representatives in events
<ul style="list-style-type: none"> <li>with Culture Action Europe to bundle ideas and interests and to speak with a united voice within the cultural and political debate</li> </ul> <p>[Additional area of focus due to COVID outbreak]: help the sector recover from the Covid crisis</p>	Stefan		coordinated advocacy, regular contacts through Stefan as a CAE board member



## Pillar 4: Fostering the value of music and music education in society

AEC will:

Actions	Office member(s) in charge	WG in charge	Context / Perspective
<ul style="list-style-type: none"> <li>develop material to help AEC members demonstrate in their local and national context the impact of HMEIs on society</li> </ul>	Linda	SMS WG 1	WG1's aim to raise consciousness of contemporary potential and challenges for musicians and HMEIs in society, and how these interact with the complex responsibilities that HMEIs have, artistically, educationally, economically, socially and environmentally
<ul style="list-style-type: none"> <li>assist national authorities (educational and cultural) to allocate/spend EU post-Covid recovery resources effectively</li> </ul> <p>[Additional action due to COVID outbreak]</p>	Stefan		As part of joint advocacy activities under the umbrella of Culture Action Europe, or upon demand by AEC members
<ul style="list-style-type: none"> <li>prepare a plan to improve AEC's advocacy activities and AEC's visibility at the level of the European institutions</li> </ul>	Stefan Linda Chiara		Work on existing Advocacy Guidelines (September 2019)
<ul style="list-style-type: none"> <li>raise awareness among new MEPs about the sector and approach chosen MEPs to advocate jointly for Music HEIs</li> </ul>	Stefan		
<ul style="list-style-type: none"> <li>follow-up policy developments (on social media, through conferences and events as well as through informal contact with other organisations)</li> </ul>	Stefan Chiara		CAE (and other organisations) newsletters, Twitter group chat, mailing lists.
<ul style="list-style-type: none"> <li>Contribute to raising the quality of Early Childhood Music Education (ECME)</li> </ul>	Office	SMS ECME WG	In cooperation with EMU