

## AEC STRATEGIC PLAN 2011 – 2015: Revised Actions for 2013



Association  
Européenne des  
Conservatoires

This document is the outcome of discussion at AEC's Council meeting on 24<sup>th</sup> April 2013 in relation to setting targets for the year 2013.

Actions planned in 2010 (when the Plan was written) for the whole Strategic Plan period (2011-2015) are listed in the Section 1; section two (shaded) presents the specific actions for 2013 within this wider frame as revised by the Executive Committee in June 2013.

At its meeting on 25<sup>th</sup> September, Council approved these actions as being those against which progress should be measured at January 2014.

### 1. Complete list of actions for 2011-2015

#### Strategic Action A: Facilitating the flow of information and expertise throughout the higher music education sector in Europe

##### Action Points for A:

- ✓ By the end of 2015, the AEC will have organised 5 annual congresses, maintaining a careful geographical balance in relation to the venues, the invited speakers and the use of languages
- ✓ By the end of 2015, the AEC will have organised 5 annual IRC meetings in different European countries, maintaining a careful geographical balance in relation to the venues and the invited speakers
- ✓ By the end of 2015, the AEC will have organised several meetings of the platforms for Pop & Jazz and Early Music; it will be decided to do this on an annual or bi-annual basis based on the needs of the platforms
- ✓ By the end of 2012, the AEC will have studied the feasibility in terms of organisational capacity and content to add the European Platform for Artistic Research in Music (EPARM) and a platform on instrumental/vocal teacher training to its regular portfolio of activities
- ✓ By the end of 2011, the AEC will have studied the feasibility in terms of organisational capacity and content to implement continuing professional development seminars for conservatoire staff and teachers
- ✓ By the end of 2015, the AEC will have started one or more new European-level collaboration project(s) to develop specific expertise and new knowledge in areas relevant to the sector

#### Strategic Action B: Developing subject-specific approaches to European policy developments

##### ACTION POINTS for B:

- ✓ By the end of 2015, the AEC will continue with its pro-active participation in the EU cultural policy developments, such as the Cultural Sector Platforms and their possible successors
- ✓ By the end of 2011, the AEC will have formulated a business plan on the future self-sustainability of the *AEC Institutional and Programme Review Scheme*
- ✓ By the end of 2015, the AEC will have promoted the use of the *Sectoral Qualifications Framework for Higher Music Education* and other relevant tools through the dissemination of information (e.g. during its regular meeting or counselling visits) and finalised a first full review of the framework's content
- ✓ By the middle of 2011, the AEC will have formulated a well-developed response to the proposal for a multidimensional global university ranking

## **Strategic Action C: Improving the AEC organisational infrastructure**

### **ACTION POINTS for C:**

- ✓ For the period 2010-2013, the AEC will look for increased operational support
- ✓ By the end of 2011, the AEC will have established a Human Resources Committee within the AEC Council
- ✓ By the end of 2012, the AEC will have formed an Advisory Board with well-known musical personalities
- ✓ By the end of 2011, the AEC will have reviewed its communication strategy
- ✓ By the end of 2011, an external review will have taken place of the current AEC organisational structure

## **2. List of specific actions for 2013**

### **Strategic Action A: Facilitating the flow of information and expertise throughout the higher music education sector in Europe**

#### **Action Points for A:**

- ✓ By the end of 2013, the AEC will have organised its 40th annual congress in Palermo, Sicily. Coming after St. Petersburg and before Budapest, this maintains a careful geographical balance, which will also be reflected in the invited speakers and the use of languages
- ✓ By the end of 2013, the AEC will have organised its annual IRC meeting in Antwerp, Belgium. Coming after Naples and before Aalborg, this maintains a careful geographical balance, which will also be reflected in the invited speakers
- ✓ By the end of 2013, the AEC will have organised a meeting of the platform for Pop & Jazz in Mannheim and piloted a Forum-style meeting of the Early Music Platform in conjunction with the Utrecht Early Music Festival; it will have determined which Platforms are to continue on an annual basis and which will move to an alternating Forum/Conference pattern
- ✓ By the end of 2013, the AEC will have found a means to support future meetings of INVITE, whether as free-standing events or linked to other activities and whether regular or occasional. This will be achieved in part through a review of the AEC's whole suite of events at the annual Congress
- ✓ By the end of 2013, the AEC will have begun to provide on its new website an explanation of how the Association sees various concepts: e.g. its concept of research, ranking, innovation, quality management, etc., with links to relevant AEC publications on the issue. Such a task should be addressed in dialogue with ELIA and EUA and should assist conservatoires in showing the added value of their activities.

### **Strategic Action B: Developing subject-specific approaches to European policy developments**

#### **ACTION POINTS for B:**

- ✓ By the end of 2013, the AEC will have continued and strengthened its pro-active participation in EU cultural policy developments, such as the Cultural Sector Platforms (Access to Culture and Culture & the Creative Industries) and Culture Action Europe. It will also have achieved membership of at least one Expert Reference Group advising the Commission on matters relating to the arts. AEC will have begun to exploit the opportunities of its new location in Brussels to be pro-active in relation to EU developments, lobbying, etc. compared with 2012. It will also have identified ways in which Council members can be more directly engaged in this lobbying activity.
- ✓ By the end of 2013, the AEC will have formulated a business plan on the future self-sustainability of the AEC quality enhancement and accreditation activities beyond 2014. During 2013, the AEC will have undertaken at least four quality enhancement processes/accreditation visits and increased the range of national agencies with which it has conducted joint activities.
- ✓ By the end of 2013, the AEC will have maintained and extended its cooperation with ELIA, for example through dialogue on the outcomes of its 'PRIMO' ranking project (see below) and on its development of explanations of key concepts (see Action Points for A, above).

- ✓ By the end of 2013, the AEC will have continued to promote the new Sectoral Qualifications Framework for the Creative & Performing Disciplines and other relevant sectoral tools more specific to Music through the dissemination of information (e.g. during its regular meetings or counselling visits). It will also have agreed a schedule and procedure for the first full review of the 'Polifonia' Learning Outcomes, with a view to this being completed by the end of 2015.
- ✓ By the end of 2013, the AEC will have presented to its members the preliminary results of work on the development of more suitable indicators in the U-Multirank system through the AEC 'PRIMO' ranking project. With Music being selected as a subject to be addressed in the next phase of U-Multirank, AEC will also have established a Ranking Sub-Group to monitor developments and advise on interactions during 2014.

### **Strategic Action C: Improving the AEC organisational infrastructure**

#### **ACTION POINTS for C:**

- ✓ By the end of 2013, the AEC will have taken concrete steps to protect itself financially against the possible reduction or removal of the Operational Grant it has received between 2011 and 2013. These will include a pro-active recruitment drive for additional Associate Members, in particular, those in the following categories: university music departments; specialist music schools and other equivalent institutions carrying out similar work to AEC Active Members but at pre-HE level; further institutions outside the regions of active membership (e.g. in North America). A goal of 30 such additional registrations will be aimed for.
- ✓ By the end of 2013, the AEC will have organised the first meeting of its new Human Resources Sub-Group within the AEC Council. This Sub-Group will initially be responsible for internal matters but, in confirming its terms of reference at its first meeting, should consider the proposal in the draft terms to extend its mandate to human resources across the higher music education sector
- ✓ By the end of 2013, the AEC will have formulated a plan aimed at embedding student representation within its structure by the time of its Congress in Glasgow in November 2015. It will also have carried out a feasibility study on creating a networking opportunity for students from member institutions every few years and will have presented both the plan and the study at its 2013 Congress
- ✓ By the end of 2013 the AEC will have drawn up terms of reference for an Advisory Board, based upon the model agreed, and will have begun to approach individuals who might serve on this board
- ✓ By the end of 2013, the AEC will have ensured that its new website is fully operational and will have set the terms for a wider review of its communication strategy, to be conducted in 2014