

## AEC STRATEGIC PLAN 2011 – 2015: Actions for 2012 and progress achieved by January 2013



Association  
Européenne des  
Conservatoires

In framing 'A Strategy for the AEC for 2011-2015', the Strategic plan, approved in Warsaw in November 2010, stated the following:

*'...the Association's primary aim must be to contribute to the sustainability of the higher music education sector in Europe. This will be done by supporting its member institutions in their development through the exchange of knowledge, expertise, and individuals, and by promoting capacity-building in institutions and the sector as a whole. But just as importantly, it will also have to represent the sector's interests in developments creating challenges to the specific nature of higher music education by advocating for subject-specific approaches instead of 'one-size-fits-all' processes in which the characteristics of the sector will be taken into account.*

*With these reflections in mind, the future actions of the AEC will have to be a combination of:*

- A. *Facilitating the flow of relevant expertise and persons throughout the higher music education sector in Europe to support development and capacity-building in the member institutions*
- B. *Further developing its subject-specific approach to issues such as qualification frameworks, quality assurance issues, and institutional development by strengthening its position within the European higher education and cultural arena, so that the specific features of the sector are taken into account in the overall European higher education policy developments*
- C. *Further improving its organisational infrastructure to provide the Association and its activities a stable financial and administrative basis.'*

The Strategic Plan gave actions for individual years. During 2012, the original actions assigned to that year were reviewed and, as a result, modified and added to. The revised actions were approved by Council in September 2012. This document reports on progress achieved against these revised actions as at January 2013.

At its meeting on 24<sup>th</sup> April 2013, Council approved this report as representing satisfactory progress during 2012.

The report is in two sections. Section 1 is a restatement of the complete list of actions for the whole strategic period, as originally drawn up in 2010. Section 2 lists the revised actions for 2012 as approved in September 2012 with, alongside each target, the report on its status as at January 2013.

### 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. Actions for 2012, as approved by Council in September 2012, with status as of January 2013

Action Points from strategic area A selected for 2012	Status by January 2013
<ul style="list-style-type: none"> <li>✓ By the end of 2012, the AEC will have organised an annual congresses, maintaining a careful geographical balance in relation to the venues, the invited speakers and the use of languages</li> </ul>	<p>The AEC Annual Congress was organised and held in St. Petersburg, Russia. The venue for the 2013 Congress was confirmed as Palermo, Italy.</p> <p>The Congress Committee planned and implemented a successful Thematic Day at the Congress with a range of invited speakers from a wide geographical catchment.</p>
<ul style="list-style-type: none"> <li>✓ By the end of 2012, the AEC will have organised an annual IRC meetings in different European countries, maintaining a careful geographical balance in relation to the venues and the invited speakers</li> </ul>	<p>The IRC Meeting was organised and held in Naples, Italy. The venue for the 2013 IRC Meeting has been confirmed as Antwerp, Belgium.</p> <p>Invited speakers for the Naples meeting came from a wide geographical catchment.</p>
<ul style="list-style-type: none"> <li>✓ By the end of 2012, the AEC will have organised meetings of the platforms for Pop &amp; Jazz and Early Music; it will also have decided whether in future to do this on an annual or bi-annual basis based on the needs of the platforms</li> </ul>	<p>The Pop &amp; Jazz Platform was organised and held in Lille, France. The Early Music Platform was organised and held in Bremen, Germany.</p> <p>A sequence of alternating full meetings (Conferences) and networking sessions allied to early music festivals (Forums) has been implemented for EMP. It will commence with a Forum linked to the Utrecht Early Music Festival in 2013. The next Conference will be in Vicenza in 2014.</p> <p>PJP wishes, for the moment to remain as an annual conference-style event, with meetings scheduled in Mannheim (2013) and Trieste (2014)</p>

✓ By the end of 2012, the AEC will have organised a meeting of the European Platform for Artistic Research in Music (EPARM)	The second meeting of EPARM was organised and held in Rome, Italy. A third meeting, in Lyon in April 2013, has also been organised
✓ By the end of 2012, the AEC will have developed a clear strategy for the revivification of INVITE, as well as a plan for the frequency of future meetings of all the AEC Platforms	INVITE has been partially revived in conjunction with the Polifonia WG1 on Assessment & Standards. There will be a Polifonia/INVITE seminar in Vienna in April 2013. As yet a longer term strategy for INVITE has not been developed.  On the frequency of future meetings of all the AEC Platforms, see above for EMP and PJP. No firm decision has been taken with EPARM but an alternating Forum/Conference model is a possibility
✓ By the end of 2012, the AEC will have begun to provide on its new website an explanation of how AEC sees various concepts: e.g. the AEC's concept of ranking, research, 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 their activities' added value	AEC Council has debated artistic research with a view to establishing a statement of the concept appropriate to be placed on the website. This and other concepts will be better displayed once the new website is fully operational

Action Points from strategic area B selected for 2012	Status by January 2013
✓ Throughout 2012, 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 2012, the AEC will have increased its capability to be pro-active in relation to EU developments, lobbying, etc. compared with 2011 (especially before the new funding programmes are finalised by the EU)	AEC's participation in EU cultural policy development during 2012 has been uneven. However, the move to Brussels, achieved by the end of 2012 undoubtedly increases AEC's capacity to be pro-active in relation to EU developments, lobbying, etc. compared with both 2011 and 2012
✓ By the end of 2012, the AEC will have disseminated the new <i>Sectoral Qualifications Framework for the Creative &amp; Performing Disciplines</i> . It will also have promoted other relevant sectoral tools through the dissemination of information (e.g. during its regular meeting or counselling visits)	The new <i>Sectoral Qualifications Framework for the Creative &amp; Performing Disciplines</i> was disseminated through the AEC Newsletter, presentations at conferences and seminars and other channels. Other relevant sectoral tools continue to be promoted on a regular basis
✓ By the end of 2012, 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. Measurable progress will have been made on the business plan for self-sustainability.	Two AEC Quality Enhancement Processes were conducted, in Brisbane and Reykjavik, a joint accreditation procedure was organised by AEC and the Russian Centre for Public Accreditation in two institutions in Moscow and AEC was commissioned to conduct a programme review in The Hague in the framework of the national accreditation procedure.  Progress has been made on the business plan thanks to support provided by the Polifonia Working Group on Quality Enhancement, which is able to explore issues delegated by the AEC Quality Enhancement Committee. Students are now systematically part of AEC review teams; the register for peer-reviewers was launched in November 2012, in conjunction with a workshop

	for peer-reviewers delivered just before the Annual Congress; promotional activities have started with the aim to generate more requests, and data collection has been continued in order to obtain a clearer situation of the need for an evaluation/accreditation/advisory body for higher music education institutions and programmes.
✓ By the end of 2012, the AEC will have extended its cooperation with ELIA, for example through dialogue on the definition of innovation and research	AEC and ELIA both approved an updated version of the Memorandum of Agreement during 2012. Colleagues in ELIA have participated in the PRIMO ranking project exploring definitions of research that might help in the construction of indicators for ranking (see below)
✓ By the end of 2012, 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	The timescale of PRIMO has been put back such that it was still in the data-gathering stage at the end of 2012. Nevertheless, an introductory presentation about the project was made at the 2012 Congress in St. Petersburg

<b>Action Points from strategic area C selected for 2012</b>	<b>Status by January 2013</b>
✓ By the end of 2012, the AEC will have established the terms of reference and the membership of a Human Resources Committee within the AEC Council. This committee will initially be responsible for internal matters but, in drawing up its terms of reference, should consider the possibility to extend its mandate to human resources across the sector	This has been achieved and the terms of reference do include the possibility of extending the mandate of the committee to a consideration of human resources across the sector
✓ By the end of 2012, the AEC will have formulated a plan to include annual student involvement in the future monitoring and development of its on-going strategic operation	It has been agreed to include student representatives at one Council meeting per year. This took place for the first time at the March meeting 2012. Students developed their own 5-year plan for how they would like to see their involvement develop. The Council meeting in April 2013 will be the next at which students will be represented
✓ By the end of 2012, the AEC will have identified a list of well-known musical personalities to be approached to act as an Advisory Board to the Association	This task has been delayed by the move to Brussels and will be conducted during 2013 with a view to having the Advisory Board confirmed by the general Assembly in November
✓ By the end of 2012, the AEC will have completed the review of its communication strategy, including implementation of its new website	The new website is set for full launch in April 2013. Exploiting the enhanced capacity it brings will form the core of the AEC's communication strategy for 2013 forwards