

Leadership inside and outside
in Higher Music Education Institutions.
Designing the change.

Roberto Giuliani

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What are these critical starting conditions?

- 1) General disinterest on the part of political institutions
- 2) Closure of orchestras and, in general, fewer job opportunities for musicians
- 3) Reduced economic endowment
- 4) Incomplete and aged laws
- 5) Poor administrative structures
- 6) Egocentrism widespread in the teaching staff

STRENGTHS IN A STARTING ANALYSIS

- 1) High quality of students
- 2) High or medium quality of teachers
- 3) Visibility and international fame
- 4) Possibility of fund rising (which however collides with a reduced visibility, compared for example to those who only work in concert production, and not in training)
- 5) Ability of some teachers to specialize in new sectors (such as that of international projects, to stay on the subject) or to project themselves into innovations, including didactic ones
- 6) Innate Italian propensity to adapt and enhance the little that is available

DECALOGUE OF SKILLS

1. PERSONAL
2. TEAM
3. RELATIONAL
4. PLANNING DIDACTIC, RESEARCH AND INNOVATION
5. INTERNAZIONALIZATION
6. ECONOMIC
7. POLITICAL AND LAWS
8. COMMUNICATION & MASS MEDIA
9. PRODUCTION & JOB OPPORTUNITIES
10. SOCIAL IMPACT

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1. PERSONAL: what to do with personal experiences?

These experiences must be forgotten in the content and reinforced in the modalities.

2. TEAM: Listen to (almost) everyone and involve the largest possible number of professors.

There are two main ways: delegate part of your functions and organize teams.

3. RELATIONAL (TRANSPARENCY)

One of the most powerful tools for consolidating relationships, through ever-growing trust, is the adoption of mechanisms of absolute transparency in the management of power.

A policy of open information, quick, clear, comprehensive.

4. PLANNING DIDACTIC, RESEARCH AND INNOVATION

Designing change, linking the three missions that the law attributes to the Conservatory: teaching and research, for the purpose of innovative production.

5. INTERNATIONALIZATION: how to get a HEIm on the radar of internationalization

6. ECONOMIC:

To know the economic resources available

To be able to read a balance sheet

To be able to directly authorize the bank to make payments, once the stability of the annual financial statements are verified

To attract private sponsors, additional funds

7. POLITICAL AND LOW

The choices made by politics have a direct impact on our sector in many cases.

Ministry of Cultural Heritage

Ministry of Education

Ministry of University and Research

The regulation that establishes the requisites that a Director must possess before applying for a candidacy is firm by the 1999 law

8. COMMUNICATION & MASS MEDIA

Inside: newsletters, meetings (Departments/Students)

Outside: website, social media, interviews

9. PRODUCTION & JOB OPPORTUNITIES

Create professional and paid job opportunities for students and especially for graduates.

“High quality” concert season

International competitions

Creation of 3 Youth Orchestras /more the 10 Ensembles

Agreement with RAI National Radio for the broadcasting of the best students performances

10. SOCIAL IMPACT

Relating music to other fields of artistic knowledge, such as dance, theater, figurative art is not enough

One of the major strengths of the Santa Cecilia Conservatory is that of the *Third Mission*, which goes far beyond aesthetic enjoyment, and promotes social presences: season of concerts for hospitals; medical projects; protocols for research; fundraising for medical and humanitarian initiatives; etc...

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A choir, an orchestra, a quartet, are perfect examples of inclusive societies, in which the “contagion” travels fast, and in which we learn to take care about people around us.

You are sensitive to others,
and this adds value to your value

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