

# INTERNATIONAL STRATEGY

## THE ROYAL DANISH ACADEMY OF MUSIC 2019-2022

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THE ROYAL  
DANISH  
ACADEMY OF MUSIC

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# 1 INTERNATIONAL STRATEGY

The International Strategy of The Royal Danish Academy of Music (RDAM) supports and contributes to the Academy's mission and vision. As part of the Academy's unified strategy, it describes specific areas of interest that develop and enhance earlier policies, and contains a detailed description of the future goals in internationalisation.

The Academy understands international diversity as a point of strength in the programmes offered by RDM. The international dimension enhances the quality of teaching through an international talent pool, international expertise, and heightened international competitiveness. International cooperation and partnerships inspire continued talent development and the provision of education in the performing and creative arts at the highest level. International mobility ensures that students are independent, career conscious, competitive, and acquire the skills necessary to meet the challenges of a changing global job marked in classical music.

Internationalisation is fundamental to classical music. Western classical music can be traced back to a collective European music culture, which is internationally prized and globally recognised. RDM has established a significant international presence, which is maintained through programmes that are attractive internationally.

## Vision and Goals

*The Royal Danish Academy of Music represents the highest level of international music education and collaborates with some of the best conservatories in the world. The academy contributes significantly to music outreach and communication, realisation, and the continuous renewal of classical music in Denmark.*

The 2019-2022 framework agreement contains the specific targets for internationalisation.

There are two general targets with regards to internationalisation:

1. to offer programmes comparable to the best education found globally
2. to strengthen the international dimension of its programmes

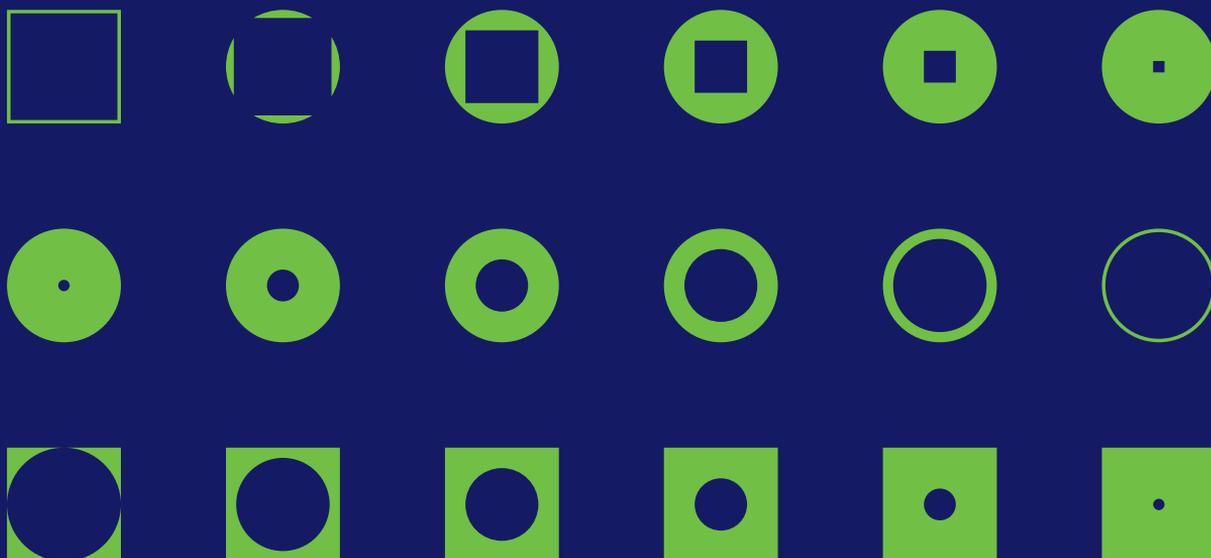
Specific focus areas include heightened international visibility through high-profile masterclasses (executive masterclasses), new initiatives and projects in addition to current focus areas, and further development of Distance Learning.

A new and significant task is the central role that RDM will take in the coordination of competence development in the field of internationalisation for all artistic educational

institutions under the purview of the Ministry of Culture. A number of areas have been identified, where cooperation between the artistic educational institutions can be strengthened, thus preparing them to meet the increasing demands of international cooperation with other educational institutions. As part of a working group commissioned by The Rectors' Conference (KUR), RDAM will coordinate planning, knowledge and experience sharing from experts in a number of international themes, and the recommendation of policies that will strengthen the collective capacity utilisation of the artistic educational institutions.

RDAM will focus on special events, which can and must be recognised in international cooperation in the period 2019-22.

For example, 2020 marks the nationally recognised Danish-German cultural friendship year. Therefore, special activities will be held, focussing on Danish-German relations through the perspective of cultural cooperation.



## 2 ORGANISATION

The Academy's Directorate is responsible for the strategic development and prioritisation of all international activities at the Academy.

The Heads of Studies are responsible for the internationalisation of programmes, including content and learning outcomes.

The International Committee is responsible for general strategic discussions about internationalisation at RDAM.

The Committee comprises:

- The Director of International Affairs (chairperson)
- The international coordinators
- Teacher representatives from three faculties
- One Head of Study
- (optional) 1-2 students/alumni

The President of RDAM participates in all meetings.

The responsibilities of the Committee are to:

- Hold discussions about the possibilities and prioritisation of long-term international development, including contributions to the international strategy of RDAM.
- Contribute to maintaining the international profile of RDAM.
- Assess and suggest activities, which can further the development of the international profile of RDAM.
- Appoint representatives that can participate in meetings with strategic cooperation partners.

The Academy's International Office is part of the organisational unit known as International Affairs and Guidance. The International Office is responsible for the planning and execution of the international activities at the Academy.

## 3 QUALITY ASSURANCE

The vision and targets of RDAM must be clearly reflected in all aspects of internationalisation. The general strategic efforts of the Academy are developed and followed through by an extensive series of organisational mechanisms and forums.

Quality assurance is based on the general quality assurance system in place at RDAM. The European network of conservatories (Association Européenne des Conservatoires, Académies de Musique et Musikhochschulen – AEC) regularly releases guidelines and documents regarding this area, which are then analysed and assessed. If found relevant, these will be used as inspiration for the quality assurance of internationalisation at the Academy.

The following are areas of special focus within the general framework for quality assurance in internationalisation:

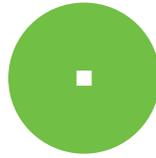
- Long-term planning within the given financial framework.
- Quick and competent communication with international cooperation partners, students, and other parties.
- Regular evaluation of projects, cooperation partners, and general internal procedures.
- Professional administration of exchange programmes and mobility.
- Regular development and ensuring that internationalisation has institutional relevance

## 4 RECRUITMENT, MARKETING, AND FEE-PAYING STUDENTS

RDAM is a part of the global market for education, which is increasingly being influenced by open borders, individual needs, combined programmes, and greater competition. Music students all have different needs and different international experience often characterised by a high degree of independence. Their final choice of education is also driven by the opportunity to enter an international employment market upon graduation. As a result of these conditions, it is a necessity for RDAM to sustain a permanent focus on marketing internationally. Talent recruitment requires marketing initiatives that are strategic, ambitious, and multifaceted. Audition procedures must be flexible in order to be able to administer continuous enrolment.

In the coming period, RDAM will focus its marketing activities geographically and academically. The focused marketing must be coordinated with visible external branding and in relation to concert activities, tours, and cooperation projects.

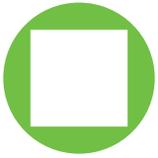
The importance placed on marketing will contribute to ensuring that RDAM can recruit fee-paying students. In 2019-22, focus will be on quality and feasibility. Thus, the target is to ensure that the student body comprises 10-15% fee-paying students, which, as far as possible, should reflect a breadth and diversity both academically and geographically, yet acknowledging that financial circumstances are crucial in recruitment.



## 5 SOCIAL INTEGRATION AND STUDY ENVIRONMENT

The student body is comprised of many international students from many different nationalities. A positive academic and social environment is important for students to thrive. The Academy will place particular focus on social integration across faculties and nationalities. The beginning of the academic year will be important in creating a positive welcome experience that integrates the entire community of Danish and international students.

The language policy at RDAM is essential for ensuring an effective teaching and learning environment that takes into account the global classroom and actively encourages participation in Danish language learning. With regard to regular teaching, group activities, and general interaction, it is expected that the role of language is to create the best possible conditions for communication and dialogue. At the beginning of the academic year, there will be special emphasis on ensuring that all are well received, and that there is a common understanding that good communication is a shared responsibility.



## 6 THE INTERNATIONAL POSITION OF RDAM

RDAM positions itself internationally in a number of ways. A central element is the teaching method at RDAM, which has a strong emphasis on supporting the individual development of students. Teaching is carried out by a highly qualified faculty, and supplemented with numerous masterclasses and visiting guests. Additionally, the international study environment is characterised by global recruitment, where Scandinavia, Europe, America, and Asia are all strongly represented in the student body.

Awareness and visibility is created through acknowledgement of positive results, special events, and attractive cooperation projects and agreements. Certain events of extraordinary character will be highlighted by RDAM.

Executive Masterclasses, honorary professorships, and high-level guest ensembles will to a greater extent be a part of a range of events that will profile RDAM. Visiting guests, whose activities are of extraordinary character, will reflect and characterise the international position of RDAM.

RDAM wishes to gain even greater knowledge about the criteria for ranking systems. As a result of higher expectations for an internationalised educational system, a greater awareness of potential areas that require special attention is required. These areas can then be addressed through specific targets.



## 7 RDAM GOING GLOBAL

The global map of classical music is large and ever-changing. Therefore, RDAM will work towards gaining knowledge and insight through an explorative and inquisitive approach to new areas.

The strategic focus areas of RDAM are primarily based in USA, China, and Europe. International cooperation within Europe is based on the conservatories in capital cities and selected project partners. Brexit will create challenges and have certain consequences for the Academy's cooperation with the United Kingdom and therefore require special attention.

Switzerland, with its conservatory in Geneve (HEM), has indicated its interest in a special strategic cooperation, which is expected to be discussed, prioritised, and cemented in the new strategy. INTERMUSIC, an Erasmus+ strategic partnership project (2018-2020) which aims to explore Online Learning, has resulted in a strengthened cooperation with the conservatories in Milan and Vilnius. Special relations with Australia and Canada are included as meaningful overseas destinations with partnerships that are viewed as effective and relevant.

RDAM Going Global is a new action plan, which aims to explore and discover the spread and development of music in new areas. There is interest in creating projects that are not part of the strategic partnerships, and there is a need to analyse the importance and diversity of music in areas of interest based on an academic, rather than institutional, focus.

## 8 DISTANCE LEARNING

Distance Learning is a central part of international cooperation. Many new DL partnerships have been established and in 2019-2022 emphasis will therefore be placed on prioritising and thematising DL activities. The scope of DL will be influenced by the available resources and the motivation of the many partners who have chosen to invest in DL technology.

Global Audition Training is of great interest as a unique and valuable activity. Teaching via DL is now formalised, and is mainly used in relation to China. Cooperation projects and exchange activities are effective and will be established in an action plan, which can ensure that Distance Learning activities at RDAM continue operating optimally.

Distance Learning will be tested with new partners, and activities related to the INTERMUSIC project will be incorporated in the development of DL becoming a basis for creating new DL teaching activities in the context of Blended Learning.

A national DL Knowledge Centre will be established as a platform for new development and consolidation of the experiences gained by RDAM as well as plans for further development. The international DL activities are expected to be incorporated as part of the activities of the Centre.



## 9 MUSIC CONFUCIUS INSTITUTE

Music Confucius Institute (MCI) has a central role in supplementing the international dimension at RDAM. As an integrated cultural institute at RDAM, a number of activities are related to cooperation with China and the Chinese music educational institutions.

The core activities of MCI contribute and support teaching activities at RDAM, including master classes, chamber music, and cooperation with the composition faculty with relation to the New Music festival – Pulsar. MCI concurrently conducts a range of activities, which develop and test new cooperation and activities. As such, it is possible to include RDAM students who are especially interested in working with projects that incorporate aspects of interaction and understanding of Chinese music culture, and who are interested in trying out experimental approaches to music and music making.

Music education for children and youth, as well as working with new audience groups, are two significant parts of the activities at MCI. The international dimension is crucial to the inclusion of Chinese music in the creative process, and it often brings new perspectives to traditional forms of teaching. MCI contributes to creating awareness of the Danish teaching tradition while opening up for the consideration of new methods through inspiration and input from outside sources.

MCI functions as a platform for a basis of intercultural understanding and collective creation. The institute contributes to providing service and support regarding international activities related to cooperation with China.

## 10 SUMMARY

The International Strategy of The Royal Danish Academy of Music (RDAM) outlines the Academy's overall vision and ambition within the international field, which is reflected in a professional and focused approach to all aspects of international work at the institution.

The Academy regards internationalisation as a fundamental necessity in order to provide the highest international standards of academic excellence. In order to prepare students for entering a global labour market, internationalisation is incorporated in the content, design and structure of the study programmes.

During the framework agreement period 2019-2022, RDM will place emphasis on specific areas within the international field. Because of increasing and intensified competition, internationalisation efforts must prioritise marketing RDM's strong international profile. RDM will therefore focus on recruitment in relation to quality and relevance, and vital international cooperation will be strategically developed to ensure direction and results. New initiatives, such as branding through executive master classes and DKDM Going Global, will contribute to raising RDM's international profile.

Social environment plays an important part in student welfare and in achieving good results. As our student body encompasses many nationalities, study cultures and languages, special attention will be given to social integration to ensure that it is successful and supported when needed.

RDM wishes to further develop the Music Confucius Institute and draw it closer to relevant fields, among these the music pedagogy, where MCI has increased its activities and thereby contributes to an understanding of various pedagogical traditions. This knowledge is expected to help raise cultural awareness in the pedagogical sphere.

In the new framework agreement, RDM has also been appointed by the Ministry of Culture to coordinate efforts to strengthen the international profile of Denmark's foremost artistic educational institutions. This new task will be extensive and is expected to make a significant impact on internationalisation in the coming framework period.