

The Royal Academy of Music, Britain's oldest conservatoire, was established by Royal Charter in 1830 (supplemental Charter granted in 1998).

The Academy is a registered charity, number 310007 and a company registered with Companies House, number RC000438.

Registered Address: Marylebone Road, London NW1 5HT

Strategic Plan 2014 to 2019 (revised)

Principal's Foreword

The Strategic Plan for 2014 to 2019 was approved by the Governing Body in 2014 and was reviewed by the Senior Management Team during 2016 as significant progress has been made towards achieving a number of improvements detailed in the previous iteration of the Strategic Plan. These include the introduction of the new room-booking system in September 2015, redesigning the website and achieving re-accreditation of the Museum by Arts Council for England.

The Academy faces unprecedented challenges as government funding arrangements for higher education and student loans continue to evolve and tuition fees increase. In addition there are uncertainties about funding for EU students as a result of the outcome of the referendum in June 2016 and how this will impact on recruitment and financial sustainability.

We are confident that the Academy's vision, mission and strategic aims remain relevant to today's challenges and are embedded in its operations.

We hope the Strategic Plan will help colleagues, both students and staff, as well as other interested parties, to identify with a clear and coherent mission for the Academy and to join us in realising our aims and objectives over this period and beyond.

Professor Jonathan Freeman-Attwood
Principal

November 2016



Introduction

Over the period of this Strategic Plan the Academy will retain and develop its position as the prime provider to the 'engine room' of the profession: creating outstanding musicians in the broadest range of disciplines, idioms and musical industries, recognizing the extensive individuality and creative personality that is embedded in the life of the Academy and its student body, and capitalizing upon our ability to identify and nurture virtuoso talent.

The Academy is vibrant and successful. Since the last iteration of the Strategic Plan was published in 2014, it has consolidated its position as one of the UK's leading specialist institutions, with consistently high ranking in the various annual University Guides and successful rating in the annual National Student Survey. Its programmes of study are distinctive, with an unrivalled breadth of disciplines and with a strong reputation for creativity and the highest standards in performance and professional preparation.

The Academy recruits talented students from over 50 countries and has a committed and renowned staff to deliver its programmes. Recent developments in the Academy's facilities have had a significant impact on students' educational experience and on the environment of our public events, with its over-100% increase in audience numbers over this period, as well as on the coherence of the Academy's mission. The Academy has continued to address successfully the challenge of widening participation, both through the ongoing education and outreach work of Open Academy and through exciting new innovations in Junior Academy, designed to identify and nurture outstandingly talented young people from diverse backgrounds.

The Academy is influential. Its valuable contribution to culture and the economy is recognised by a broad spectrum of opinion-formers. Through its programme of public events, its outstanding recordings, the work of its alumni and a strong media exposure, its public profile is high.

These successes have taken place in a challenging Higher Education environment. Rising undergraduate tuition fees have created uncertainty in postgraduate recruitment over the next four years as well as 'commodifying' students' educational expectations. The dynamism and unpredictability of this political, economic and educational environment makes it necessary for us to provide (and articulate with increasing clarity) an educational experience that represents excellent value for money to our students, as well as to the public purse.

In 2015/16 HEFCE conducted the latest iteration of the Review of Institutional Targeted Allocation (RISTA). For this round eligible institutions had to demonstrate 'worldclassness' of their provision and make a case for the extraordinary costs of delivering their teaching programmes.

HEFCE said of the Academy's submission *"This institution was seen to be setting global standards in conservatoire education. There was compelling evidence that hugely impressive major international artists were both engaging with and emerging from the institution. Collaborations with other leading institutions around the world were seen as indicative of the esteem in which the peer group holds the Royal Academy of Music."*

Vision

The Royal Academy of Music should be the conservatoire of choice for top global talent aspiring to a successful, creative, professional career.

Mission

In accordance with its Charter of 1830, 'The Objects of the Academy shall be to promote the cultivation of the Science of Music and to afford facilities for attaining perfection in it by assisting with general instruction all persons desirous of acquiring a knowledge thereof.'

The Academy will enhance its global reputation as a distinctive provider of musical training at the highest international, professional standards. To accomplish this:

- It will admit students of the highest quality and engage and retain staff of the highest calibre.
- It will maintain and enhance programmes of study with a broad and diverse range of principal-study disciplines, reconciling traditional art forms with the evolving contemporary music industry.
- It will maintain and develop its programme of artistic events, as a means of preserving and enriching musical culture and enhancing the experience of its students.
- It will encourage musical research through practice, scholarship and the creation of new music. It will develop its collaborative links with the music profession and industries and with other HEIs nationally and internationally.
- The Academy will aim to maximise its public benefit by recruiting talented, ambitious students and by producing graduates who are able to contribute fully to society in the UK and

internationally, by delivering a programme of high-quality public events, and by enriching Britain's musical culture.

- It will aim to widen access to higher education by enhancing its outreach activities, by developing its lifelong learning provision, by developing the work of the Junior Academy, and by broadening recruitment to its programmes of study.

To achieve these aims, the Academy will conserve, enhance and utilise efficiently and effectively its financial, physical and human resources. It will operate effective support and administrative systems. It will develop its patronage network and private funding base to ensure that its operations are adequately resourced and its endowment is increased.

Overview

Strategic Aim 1: To deliver an exceptional educational experience, underpinned by ambitious artistic projects.

Strategic Aim 2: To recruit and retain the best student talent from around the world.

Strategic Aim 3: To demonstrate outstanding engagement with the wider community.

Strategic Aim 4: To develop significantly the philanthropic contribution to the Academy's endowment and annual running costs.

Strategic Aim 1: To deliver an exceptional educational experience, underpinned by ambitious artistic projects

Outstanding teachers

We will aim to build on existing strengths to develop a faculty of exceptional teachers, practitioners and scholars:

- By appointing individuals who are in the vanguard of professional practice, work at the highest level and are the most dedicated and inspirational teachers in their field; who can deliver teaching informed by the highest professional and scholarly standards, supported where appropriate by a strong personal research profile.
- By establishing endowed chairs.
- By developing incentives to encourage excellence.
- By encouraging research excellence, for its own sake, and in support of teaching and professional training.



Masterclass with Daniel Hope, Visiting Professor of Violin

We will enhance the delivery of our teaching:

- By continuing to professionalise our student-focused support services.
- By supporting the health and well-being of our students through the consolidation of our pastoral/tutorial support mechanisms.

Innovative programmes

Since we acquired degree-awarding powers in 2012, the Academy has validated several new post-masters programmes to address two professional development needs: students who are performing at the very highest level and who need a transitional years of mentorship into the music profession; and students who have developed niche professional interests during their postgraduate studies and who require an extra year of further intensive development to launch their career.

Our aims over the next five years are to keep refining our educational offerings so that they are current, sensitive to developments in the music profession, and at the forefront of the concept of conservatoire education worldwide. We will achieve these aims:

- By introducing new principal-study pathways.
- By continuing to think creatively about the reciprocity between practical and academic components of our programmes and how this can be enhanced, and encourage students to expand their horizons and professional prospects.
- By creating a named centre for professional development, rebranding Faculty Activity as a Professional Development strand, and developing

the connections between all our professional-development activities within the context of a strong, clear institutional framework.

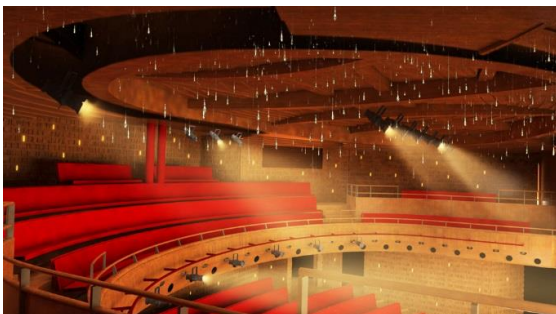
- By consolidating our undergraduate teaching arrangement with the Universities of Oxford and Cambridge and with King's College London.

Teaching Excellence Framework

As the detailed requirements of the Teaching Excellence Framework (TEF) become clearer, we will aim to ensure that the governance and administrative systems that oversee our programmes of study will have the strength, transparency, and adaptability to meet the demands of the exercise.

State of the art facilities

We will continue to develop our facilities with the aim of giving our students world-class opportunities to fulfil their artistic, professional and educational ambitions. During the period of this Plan we will conduct a thorough review of the use of space at the Academy.



The new theatre

We will add to the Academy's available performance, practice and rehearsal space, and improve its quality:

- By reviewing the use of space dedicated to delivery of programmes, rehearsal and practice facilities close to the Academy.
- By developing and renovating existing venues within the Academy.
- By acquiring new space as need and opportunities arise.
- By utilising the HEFCE Catalyst funding to create state-of-the-art facilities for a wide range of innovative, digitally-based artistic and education activities and to develop collaborations with other HEIs including cross-disciplinary work with dance, theatre and video.
- By enhancing relationships with local venues, created during decanting operations for the theatre, to provide flexible short- and long-term accommodation to meet changing requirements.

We will continue to develop the Academy's technology systems to support learning, teaching and research, to enhance the effectiveness and efficiency of our administrative systems, and to enable more flexible access to online resources, including digitised items from our collections:

- By redesigning the Academy's intranet.
- By introducing a system for the online submission of coursework to improve the quality of the student experience in relation to the submission of and feedback on written work.
- By introducing a system for online enrolment to improve the quality of the student experience at the start of the academic cycle and enhance the administrative efficiency of the related processes.
- By introducing an integrated Digital Asset Management system to make it easier for students and staff to manage, access, and utilise audio visual materials as part of their learning,

research and artistic work, and enable external researchers to access items from the Academy's collections more easily.

- By continuing to develop the customer focus of the Technology Department.

We will continue to develop the Academy's recording and digital editing facilities with the aims of enhancing our support for students' recording projects and of enabling us to project the excellence of our artistic achievements through the publication of in-house recordings of selected Academy events on our website:

- By ensuring that there is studio support available through term time.
- By improving the training and guidance we give our students about recording techniques.
- By periodic reviews of our recording facilities.



An ambitious programme of artistic projects

One of the Academy's most distinctive features is the strong relationship between its programmes of study and the broad scope and high quality of its artistic projects. We will continue to challenge ourselves to improve the range and quality of our artistic projects in order to provide our students with more and better performance opportunities to enhance their

professional development, to provide further evidence of the Academy's public benefit, and to raise further the profile of the Academy in the musical life of the UK and abroad.



Monteverdi's L'incoronazione di Poppea - Royal Academy Opera at Shoreditch Town Hall, May 2016

We will accomplish this aim:

- By developing the quality of the roster of visiting artists who work with our students on artistic projects.
- By a strategic review and development of our weekly concert series and encouraging both departments and individual students to develop their own projects, including innovative and original programming.
- By developing our collaborative relationships with leading ensembles and concert venues, festivals and ensembles, as well as consolidating international partnerships.
- By refining our orchestral, operatic and musical theatre training to ensure excellence in bespoke training and performance outcomes.
- By developing our chamber music provision.
- By seeking greater opportunities for composers and conductors.

A Thriving Research Environment

In accordance with the Academy's mission, our research strategy will focus on performance-led and performance-related research and the creation of new repertoire. The Academy will continue to support high-quality research projects leading to published output and will encourage staff research activity as a means of enhancing the quality and currency of our programmes of study. We will sustain the Academy's research environment by encouraging and helping staff to apply for external project funding, by encouraging staff to develop collaborative projects with business, and by making discretionary small grants for research projects through open competition. Our research environment benefits from the presence of a high-quality cohort of research students. We will continue to support the recruitment of strong candidates to our PhD and MMus programmes and will aim to strengthen the quality of our students' doctoral work by training a broader pool of supervisors and refining our provision of support for PhD students. We will continue to support the work of student composers by enabling them to collaborate with Academy performers on the generation of new work.

We will prepare for the next REF exercise:

- By encouraging staff with research interests to develop as active researchers.
- By keeping a register of Academy research impact.
- By keeping a register of Academy research events to inform our Research Environment statement.

We will establish and develop a series of thematic research clusters addressing the key research themes pertinent to the core business of the Academy.

Integrated Collections, Museum and Library

The Academy's collections play a significant role in supporting our programmes of study, our research, and - through the gallery displays, public events in the Museum, public performances on instruments from the collections, and loans to other leading museums - our benefit to the wider public. We will enhance the care of our collections, promote them as a valuable resource in support of our programmes and research, and develop their accessibility.

We will improve the accessibility of our collections:

- By continuing the process of cataloguing and in making the catalogue available online and to the standard required by the HEFCE MINIM project.
- By digitising the collections, prioritising the project to photograph and record the collection of stringed instruments.
- By altering the opening hours of the Museum to coordinate with the opening hours of the Chimes shop to make the Galleries accessible at the weekend when there is greater demand from visitors; and to enable more programme-related activities to take place in the Galleries.



We will enhance the care of our collections:

- By reviewing the capacity and quality of our storage facilities.
- By reviewing the security of our collections.

We will enhance the Academy's benefit to the public by presenting regular, public-oriented educational events on the Academy's collections in the Museum galleries.

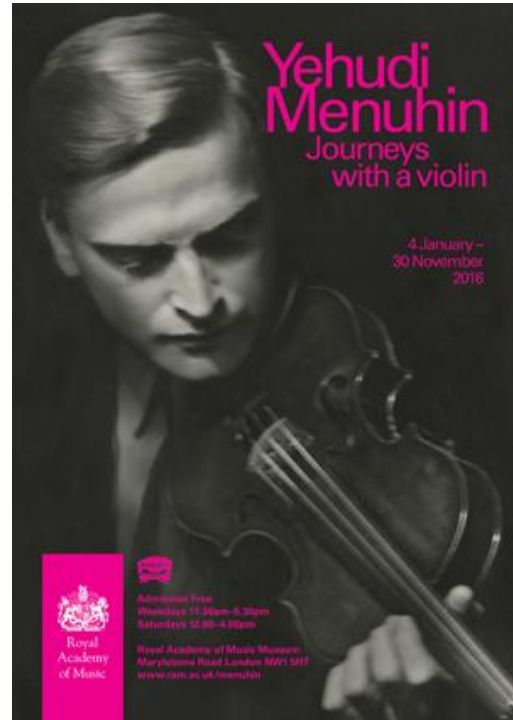
We will seek external funding for the next phase of the refurbishment of the Museum galleries.

We will seek re-accreditation of the Museum by the Arts Council England when the current accreditation expires in 2019.

We will make the strongest case to HEFCE for funding for the Museum and the allocation of non-core funds.

We will continue to take a strategic approach to collection development:

- By working with the Calleva Trust on the development of our instrument collection.
- By periodically reviewing our processes for the acquisition of new Library and Fine Arts materials.



Strategic Aim 2: To recruit and retain the best student talent from around the world

To achieve this aim we will develop the Academy's reputation internationally; diversify our recruitment with a particular emphasis on emergent markets and on national markets within the EU; build stronger systems for converting potential interest to applications, and converting offers to places; ensure that the quality of our programmes and facilities will enable students to fulfil their potential, representing clear value for money in relation to tuition fees; and expand our financial commitment to supporting excellence with scholarships and alleviating hardship with bursaries.

Reputational development

To develop the Academy's reputation worldwide we will:

- Make better use of principal-study teachers' international profiles.
- Use rapidly developing technology to communicate more effectively with potential applicants from around the world.
- Develop the role of our website together with diverse social media platforms in promoting the Academy to potential students.
- Develop the role of our current students and alumni in promoting the Academy.
- Develop a more joined-up international brand with the ABRSM in significant international markets.

In all these activities we will aim to raise the profile of individual departments as well as the profile of the institution as a whole.

Diversification

We have a strong track record in international recruitment but, as other conservatoires become more competitive in their international recruitment drives, we cannot rely only on our head start. Local economic circumstances overseas may increasingly provide disincentives for high-quality applications from our traditional centres of international recruitment. It is important to make a fast and significant impact on emergent markets if we are to maintain a competitive edge. Closer to home, there are areas of the EU from which the Academy has traditionally under-recruited top quality students. We need to ensure that we are a 'conservatoire of choice' for top talent from the UK and Europe as well as from other parts of the world.

We will develop and implement a comprehensive international strategy by:

- Reviewing the effectiveness and efficiency of our international auditions.
- Creating a network of partner HEIs for collaborative work.
- Creating a team of Academy professors to undertake teacher exchanges with partner institutions.
- Encouraging the development of long-term, mutually beneficial relationships between organisations and individual staff members.

To diversify the Academy's student body we will:

- Build our contacts with development recruitment markets.
- Develop better bilateral relationships with leading European conservatoires.

Making the value-for-money argument to students

Given the marked difference in expense between studying in London or in other major European capitals, we have to make a compelling argument that our fees represent good value-for-money in relation to the educational experience and training we provide.

We will make this argument vigorously:

- By demonstrating that we provide an unparalleled experience of outstanding teaching, world-leading artistic opportunities, and wide-ranging academic programmes, all with a focus on professional development.
- By spelling out the benefits of an English-language music education in the world's most vibrant location for music
- By promoting our globally-significant collections and the opportunities they provide our students.
- By building and regularly refreshing a dossier of student successes, with the widest possible geographical spread, and making these available on our website.

Recruitment processes

We will review our entire recruitment cycle – from Open Days, to auditions, to the contact we maintain with those who have accepted offers, to enrolment – with the aim of further enhancing our strong track-record in converting interest to offers and offers to places.

We will aim to improve the conversion of interest into applications:

- By sharpening the message about the quality of our staff, programmes, facilities and student opportunities in our publicity.
- By providing comprehensive and user-friendly information about our audition process on our website and online enrolment.
- By making a compelling case for the distinctive nature of the value-for-money of studying at the Academy.

We will aim to improve the conversion of offers into places:

- By developing a more effective follow-up strategy across all departments.
- By developing our ability to offer support for international students in recognition of excellence (scholarships) and of hardship (bursaries) at an early stage in the recruitment cycle.

Scholarships and Bursaries

We will continue to operate a clear and transparent system for the allocation of scholarships (based on excellence in performance) and bursaries (based on financial need). For UK and EU undergraduates, scholarships are awarded at the December admissions board following the auditions in London, while means-tested bursaries (in the form of fee waivers) are awarded formulaically, based on parental income. For international undergraduates and all postgraduates, scholarships will also be awarded in December, but bursaries will be awarded at the Scholarship and Bursary Committee meeting in February, with individual decisions being informed by student financial self-assessment.

We will continue to refine the decision-making process for scholarship awards, bearing in mind the need to offer competitive scholarships for the most gifted students, provide support for shortage areas, as well as incentives to encourage applications from specific target international markets.

We will give particular consideration to UK postgraduate students during the bursary process, recognising the financial challenges that face students who have already undertaken four years of undergraduate conservatoire education.

We will seek to increase the sums available for bursaries, so that any student with the appropriate talent is not deterred by financial concerns.



Graduation 2016

Strategic Aim 3: To demonstrate outstanding engagement with the wider community

The Academy engages with the wider community through Junior Academy, Open Academy and through its programme of concerts, lectures, research seminars and other events. Through its Access Agreement with OFFA, the Academy is committed to an increased level of financial support for widening participation, delivered through Junior Academy and Open Academy.



Junior Academy: First String Experience

Junior Academy will continue to provide high-level and intensive musical training to a wide range of students:

- By enhancing the Widening Participation Strategy and continuing to develop a more inclusive student community.
- By the further development of partnerships with hubs, community organisations and charitable organisations.

Open Academy will continue to consolidate and focus its wide range of community outreach events:

- By continuing to build relationships with a limited number of key partners.

- By continuing its liaison with Junior Academy to ensure that maximum use is made of resources through joint projects and initiatives.

The Academy will continue to provide an accessible and well-publicised programme of public events for the benefit of the wider community.

We will continue to promote an inclusive working and learning environment based on the principles of equality, dignity and respect, and to implement the primary objectives set out in the Quality Action Plan:

- By improving access to Academy buildings and services for staff, students and visitors, including the construction of a ramp to the main entrance.



- By developing our existing widening participation initiatives to enable us to increase the diversity of our students.
- By promoting equality and diversity and enhance transparency through our procurement procedures and third-party relationships.
- By increasing the diversity of the Governing Body.

Strategic Aim 4: To develop significantly the philanthropic contribution to the Academy's endowment and annual running costs

In order to achieve this strategy the Academy must ensure a sound financial basis from which it can develop the range of initiatives outlines above. Over recent years the Academy has returned a surplus each year, which is being re-invested in the infrastructure of the institution. However, pressures on the budget continue to grow.

- We will develop a clear strategy for increasing philanthropic income.
- We will launch the 'Towards the Bicentenary Campaign' with the aim of increasing substantially the Academy's long-term funding to enable the institution to be less dependent on government funding and to ensure that the Academy is in a financial position to sustain and extend its excellence and position of global leadership over the long term.
- We will seek to raise external funds to meet the full costs of the theatre redevelopment and other capital projects.
- We will seek to release general funds by an annual review of expenditure, identifying where there may be scope for improving efficiency.
- We will continue to undertake annual value-for-money reviews, identifying savings available for reinvestment in the Academy's strategic priorities.
- We will seek opportunities to enhance our income, either by finding new sources of income or by enhancing the current income streams.

- We will ensure the best use of our resources by compiling a business case before funds are committed to new developments.



- We will continue to develop key working relationships with external international fundraising organisations.

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